AUSTRALIAN DEFENCE FORCE WRITING MANUAL

The *Australian Defence Force Writing Manual* replaces ADFP 102—*Defence Writing Standards*. The manual has been developed for use across the Australian Defence Force and is effective forthwith.

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FOREWORD

1. The *Australian Defence Force Writing Manual* provides the conventions that apply to writing in Defence and gives publishing guidance to authors. It follows closely the conventions offered by the government's *Style Manual for Editors, Authors and Publishers* but differs in areas where Defence-specific arrangements have proven necessary. Similarly the *Macquarie Dictionary* is followed for words and meanings with the *Australian Defence Glossary* providing Defence-specific usage.

2. By providing consistent standards that establish common practices and terminology for written communication, the publication supports corporate uniformity of documents. Personnel should use this manual to make the presentation of written information concise and clear—avoiding ambiguity and minimising the potential for misunderstanding.

3. New chapters have been developed in association with sponsors to cover areas such as academic writing, messages and doctrine writing.

4. Other changes between this publication and the previous edition are outlined in Chapter 1.

5. **Sponsorship.** Chapters are sponsored by COMADC except for:

•	Chapter 7	'Document and records management'	ASFOIIM
•	Chapter 8	'Document security announcement and release'	DSA
•	Chapters 9 and 13	'Email' and 'Formal messages'	CIOG
•	Chapter 20	'Operational documents'	JOC
•	Chapters 23 and 24	'Editing' and 'Publications'	DPS

6. **Other features.** Access to the publication via a desk top icon and the provision of a website with links to other writing related sites are parallel improvements.

7. The publication is published in electronic form for ease of distribution and upkeep.

8. If readers find anomalies or the need for corrections or additions, suggestions should be sent to:

Manager, Australian Defence Force Writing Manual
BP35–3–083
35 Brindabella Circuit
Brindabella Business Park
PO Box 7927
CANBERRA BC ACT 2610

WritingManual@drn.mil.au

AMENDMENT CERTIFICATE

Proposals for amendment to the *Australian Defence Force Writing Manual* should be forwarded to:

Manager, Australian Defence Force Writing Manual
BP35–3–083
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Amendment		**Effected**	
No	Date	Signature	Date
1	06 Dec 16	Chapter 21- Doctrine	06 Dec 16

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CHAPTER 1

ABOUT THIS MANUAL

The pen is mightier than the sword

Edward Bulwer-Lytton, 1838

1.1 Good written communication is a vital part of Defence's business processes. No matter whether the communication is an email, a minute, an Operation Order, a report, a technical publication or another kind of document, the goal should be clear and effective writing that the reader can understand at the first reading.

1.2 Writing is a craft. Although some people are naturally gifted, most have to consistently apply themselves in order to develop competence. The *Australian Defence Force Writing Manual* (the Writing Manual) provides guidance and sets standards for writing skills to improve the quality of writing in Defence, make the presentation of information clear and attractive, and avoid ambiguity and misunderstanding.

1.3 Conventions for writing change with time as communications technology advances and the English language evolves. This manual is the fourth edition in a series. The following is a brief history of the series:

a. In 1968 the first edition of JSP(AS) 102, the *Joint Service Staff Manual—Service Writing*, was published for Joint Service use. It was based on the 1964 UK *Joint Service Staff Manual*, JSP 101 Volume 1, *Service Writing*.

b. Edition 2, appearing in 1984, broadened the publication's scope, superseding the writing publications of the single-Services. Within the Department of Defence, the *Preparation of Correspondence and Committee Papers Manual*, or ADMINMAN 1, was to be consulted in conjunction with the revised JSP(AS) 102.

c. In 1998 Australian Defence Force Publication 102, *Defence Writing Standards*, superseded JSP(AS) 102 and broadened its scope for use by all in Defence. It referred to the government's *Style Manual for Authors, Editors and Printers (Style Manual)* and the *Macquarie Dictionary (Macquarie)* when describing Defence standards.

d. The Writing Manual updates ADFP 102 and refers to the *Australian Defence Glossary (ADG)*. New chapters have been added, some as complete sources of guidance and others as links to the authoritative source. The manual is produced in a readily accessible electronic form.

Annex 1A lists the main changes in content between the 1998 ADFP 102 and this manual.

Scope

1.4 **Application.** This manual applies to all administrative and operational documents. This includes publications, briefs, and others produced for one-way information transfer and correspondence documents such as email, minutes and letters that allow for two-way communication. Annex 1B provides a comprehensive list of Defence documents including those that constitute the System of Defence Instructions (SoDI). The manual is for use across the Defence organisation.

1.5 The manual is designed to be read as a reference tool. If the publication is read as a book then elements of repetition will be obvious. This is unavoidable.

Subject matter

1.6 The chapters have been grouped according to subject matter and document type as follows:

a. **Writing conventions.** Chapters 2 to 6 cover the conventions associated with well-written Australian English—including the use of plain English, choosing the right words, shortened forms of words, punctuation, and presentation formats. They refer to general writing and do not focus on specific types of documents.

b. **Document management and security.** Chapters 7 and 8 cover how to manage and classify documents and the procedures for handling classified documents.

c. **Internal correspondence.** Chapters 9, 10 and 12 are mainly concerned with internal Defence correspondence within and between Groups, commands, units, establishments and ships. They provide formats for and further details on aspects of writing documents such as orders and instructions, reports, and minutes of meetings.

d. **External correspondence.** Chapter 11 concerns communication by letter with individuals and organisations outside Defence, as well as matters such as avoiding the use of Defence-specific jargon and shortened forms in external correspondence.

e. **Communicating information.** Chapters 14 to 19 and 22 support writers who might have both internal and external audiences. They deal with topics such as presentations and essays.

f. **Military Orders and Instructions.** Chapters 13, 20 and 21 deal with messaging and doctrine and orders used in Defence organisational and operational environments.

g. **Editing and publishing.** Chapter 23 provides information on editing hard-copy and electronic documents. Chapter 24 provides guidance on the layout and construction of a publication when writing, producing and updating.

1.7 The new subject matter provides advice about writing types not previously covered. Although some of these areas are covered in greater detail in subject-specific publications, they are included here:

a. to ensure that the manual is a comprehensive guide to Defence writing

b. to direct writers to websites that provide current guidance on types of writing that are liable to change often

c. to provide an aid for identifying areas of potential standardisation of Defence writing

1.8 **Plain English.** Plain English helps readers to understand the message being conveyed and is used wherever possible in this manual. The principles of plain English are discussed in Chapter 2.

Other publications and reference materials

1.9 This manual is the primary reference for preparing and presenting written communications. In general, it mirrors current Australian Government standards using the *Macquarie* for the spelling and meaning of words and appropriate guidelines from the *Style Manual*. Where Defence-specific terminology and spelling are required, the *Australian Defence Glossary* is referred to.

1.10 **The Style Manual.** As its full title (*Style Manual for Authors, Editors and Printers*) implies, the *Style Manual* covers a far greater scope than Defence requires. This manual incorporates the relevant principles and examples.

1.11 **The *Australian Defence Glossary*.** The *Australian Defence Glossary* is an authoritative repository of Defence-related terms, definitions and shortened forms (abbreviations, acronyms).

Annexes:
1A. Notable changes in content: ADFP 102 and this publication
1B. Types of Defence documents

ANNEX 1A

NOTABLE CHANGES IN CONTENT: ADFP 102 AND THIS PUBLICATION

1. The revisions in this publication are intended to redress deficiencies and errors in the preceding edition and add useful features. Among the most significant changes are:

- re-ordered chapters for a more logical flow
- new chapters covering specific types of writing
- content changes, including a move towards the use of plain English for clearer, more inclusive expression.

2. **Changes to chapter structure.** The publication is no longer divided into parts. The use of parts in ADFP 102 caused confusion because chapter numbers were repeated for each part. Chapter names and numbering have also been changed, and subjects have been regrouped for easier access:

- Chapter 10, 'Minutes and faxes', replaces Chapter 2 of Part 2, 'Internal correspondence'.
- Chapter 11, 'Letters', replaces Chapter 3 of Part 2, 'External correspondence'.
- A new Chapter 20, 'Operational documents', amalgamates material in Chapters 1 to 5 in Part 3—'Staff process', 'Warning orders', 'Directives', 'Plans' and 'Orders and Instructions'.
- A new Chapter 22, 'Academic writing' replaces Chapter 8 of Part 2, 'Defence essays'.
- Chapter 23 and 24 will replace Part 4's 'Construction of publications' and 'Editing'.

3. **New chapters.** The publication contains the following new chapters that cover specific aspects of writing:

- Chapter 7, 'Document and record management'
- Chapter 9, 'Email'
- Chapter 14, 'Preparing text, graphics and images for projection'
- Chapter 15, 'Speech writing'

4. **Content changes.** Notable changes to the content of ADFP 102 chapters, some of which revert to conventions used in the past, apply in:

- several chapters
  - **Capitalisation in signature blocks.** Names in signature blocks are now presented in bold font, with only the initials capitalised—for example, **'MB Walsh'**. This is generally in keeping with the *Style Manual*, conforms with other Defence styles for referring to people and provides a standard format.
- Chapter 3, 'Word presentation'
  - **Capitalisation of references to document elements.** To correct an anomaly, references to elements of a document other than pages and paragraphs are now capitalised—for example, Chapter 2, Annex 3A.
  - **Names of specific ships, aircraft and vehicles.** In a reversion to earlier conventions, these names are no longer capitalised in full; only initial capitals are used. The names are, however, usually italicised, whereas the names of their type classes are not.
- Chapter 6, 'Document presentation'
  - **Alignment.** In general, the *Australian Defence Force Writing Manual* uses the verb 'to align' instead of 'to justify'. 'Justified' text is text that is both left and right aligned. For simplicity and ease of reading, all standard Defence documents are left aligned.
  - **Indentations and tabs.** The standard size of indent for the first line of text of first-level

paragraphs, and all the lines of second-level paragraphs, is 15 millimetres. For other levels of paragraph and for subsequent tab settings the standard is 10 millimetres.

– **Reduced indentation for subparagraphs.** The identifiers of second-level paragraphs (subparagraphs) are now flush with the left margin. The indent used previously is unnecessary because there is sufficient white space to clearly identify the variation in layout from the paragraph body.

– **Identifying and referring to document chapter annexes and their appendixes.** The identifiers are simplified—for example, 'Annex D to Chapter 3' becomes 'Annex 3D and 'Appendix 2 to Annex C to Chapter 5' becomes 'Appendix 5C2'.

– **Punctuation of lists.** The rules for punctuating vertical lists have been simplified.

– **Punctuation of subparagraphs.** The presentation of second- and lower-order paragraphs has been simplified by eliminating the requirement for either commas or semicolons at the end of each list item. Only full stops, to show the end of a sentence, or colons, to indicate a list or lower-order paragraph, are used.

– **No full stops after initials.** Removing the requirement for full stops after initials allows for a 'cleaner' layout in address and signature blocks and brings the Defence style into line with the *Style Manual* and general business practice.

– **Terminology—'headings' instead of 'titles'.** The term 'headings' is used, rather than 'titles', to describe specific parts of a document. The aim is to reduce the potential for confusion since 'titles' is more commonly applied to names and positions (see 6.54–6.59).

– **Terminology—'font' instead of 'typeface'.** To conform with common usage the term 'font' is used instead of 'typeface' to describe a style of printing type.

• Chapter 10, 'Minutes and faxes'

– **'Attention addressee(s)'.** References to minutes having 'attention addressee(s)' have been removed since this expression applies only to messages.

• Chapter 18, 'Agendas and minutes of meetings'

– **Agendum papers.** References to 'agendum papers' have been removed. This is because the word 'agenda', although technically the plural of 'agendum', is now accepted as the singular form—so much so that 'agendum' is not in the *Macquarie*. The plural is 'agendas'.

TYPES OF DEFENCE DOCUMENTS

Note: A document type annotated with * belongs to the System of Defence Instructions (SoDI)

Document Class	Document type	Document use
Ministerial and parliamentary	Response	Written replies to letters, emails and verbal representations to ministers and parliamentary secretaries (ministerial representations).
	Submission for decision	Formal advice or briefing for a minister requesting actions and/or responses such as noting, approval and signature.
	Submission to a parliamentary committee or a response to an inquiry	Formal advice addressed to a parliamentary committee or a response to a committee inquiry report.
	Brief	Concise written material to support a minister with meetings, events, issues and question time and to supplement previous advice.
	Answers to questions on notice	Written responses to written questions asked of ministers by members of parliament and senators.
	Speeches, media releases and talking points	Written material prepared in support of ministerial staff.
	Statutory report	A report required of Defence by legislation—for example, the Defence annual report.
Instructions	Defence Instruction (General) (DI(G)*	An instruction issued by, or with the authority of, the Secretary and the Chief of the Defence Force that applies to Defence personnel and may also apply to external service providers where this is a requirement of the applicable contract. A DI(G) might contain both policy and guidance for an administrative matter. DI(G)s contain enforceable instructions as well as directives and policy statements and are intended as long-term (three or more years) documents.
	Defence manual*	A generic category of documents—for example, the Australian Books of Reference—containing policy, procedure, procedural direction or general guidance that has a high degree of permanent application for the administration of Defence. DMs must be followed by external service providers in the course of their employment with Defence.
	Defence Instruction (Navy), (Army), (Air Force)*	An instruction issued by a single Service—DI(N), DI(A) and DI(AF)—that details long-term, high-level and legally enforceable policy applicable to a single Service only. Instructions cover matters that: a. the Chief of Service is authorised by the Secretary and the Chief of the Defence Force to administer b. the Chief of Service chooses to promulgate consistent with the *Defence Act 1903*.
	Chief Executive Instruction (CEI) and financial delegation*	An instruction issued by the chief executive of an agency (the Secretary of the Department of Defence for CEIs and the Chief Executive Officer of the Defence Materiel Organisation for DMO CEIs). Chief executives may give instructions to officials in their agency in relation to any matter on which regulations may be made under the *Financial Management and Accountability Act 1997*.

Document Class	Document type	Document use
	Operation Instruction (OPINST)	An instruction that sets out a commander's intentions and may direct a subordinate to achieve an objective. It will allow the subordinate significant freedom of action.
	Standing Instruction*	An instruction issued solely by and to the Australian Defence Force to prescribe policy and provide guidance on specific topics over the medium term (generally up to two years) before review. Such instructions should be used to outline intent and prescribe outcomes but not to prescribe process, which can be done in specific procedural publications. Documents such as Joint, CDF and single-Service directives also come within the Standing Instruction category since they are concerned with command, policy, resource and planning matters.
	Standard Operating Procedure (SOP)	A set of instructions that provides an interpretation and/or application of policy covering those features of operations that lend themselves to a definite or standardised procedure and that are applicable unless ordered otherwise. Often based on collective experience, SOPs are most useful in providing information about procedures to staff who are new to the workplace.
	Bench Level Instruction (RAAF)	A set of instructions, usually provided for lower organisational levels, that standardises procedures and processes for the implementation of Defence policies and instructions. Often based on collective experience, Bench Level Instructions are most useful in providing information about procedures to newer staff in a workplace.
	Administrative Instruction (ADMINIST)	An Administrative Instruction stands alone. It is used to coordinate action for a particular activity—for example, a staff development exercise or a visit by a senior officer or public servant.
	Standing Instruction (SI) (RAAF)	An amalgamation of Standard Order and standard operating procedures used by the RAAF. It communicates a commander's instructions to subordinate organisations and personnel at all levels of command below Service officers and deals with enduring matters such as mandates, prohibitions, guidance and information. It can contain both policy and subordinate procedures.
	Routine Instruction (RI) (RAAF)	An instruction on matters of a routine or administrative nature, promulgated by a commanding officer or executive officer, generally within the RAAF. RIs are discussed in Chapter 3 of AAP 5030.004.
Orders	Operation Order (OPORD)	An order that requires specific action to be taken to achieve a mission. OPORDs are issued when a commander has immediate control over a situation and compliance is necessary. Because orders restrict the flexibility of action allowed to subordinates, they should be issued only after consideration of the implications for the initiative or local knowledge of the subordinate.
	Administrative Order (ADMINORD)	An order detailing administrative and logistic requirements. The composition and the sectional components of an order will be decided by a commander responsible for administration and logistic support. Although an ADMINORD supports an OPORD, it must be readable as a stand-alone document.
	Standing Order	A general order that is always in force in a command and that establishes uniform procedures for commonly occurring situations.
	Routine Order	An order on matters of a routine or administrative nature, promulgated by a commanding officer or executive officer, generally within the RAN and the Australian Regular Army.

Document Class	Document type	Document use
Directives		Issued by the departmental executive (secretary, and/or CDF or Service chiefs) directives can address issues including the general governance of Defence or elements within Defence. They have equal precedence to Defence instructions. Directives are to be used sparingly and alternative SoDI document types should be used in the first instance, if appropriate to the need. Directives can apply to APS and/or ADF personnel and are reviewed every two years.
	Directive—organisational	A directive disseminated from a Service headquarters to detail and promulgate requirements or directions on making changes or by a higher authority to detail specific responsibilities or deadlines. Organisational directives are not to be used by commanders to detail local orders.
	Directive—command	A directive issued to a senior command appointment, defining a commander's functional responsibilities.
	Directive—policy	A directive that defines a framework within which particular aspects of a commander's responsibilities are to be performed.
	Directive—planning	A directive to initiate planning at the strategic or operational level. It sets guidelines for the completion of each major step in the planning process.
Correspondence	Message (msg) or signal (sig)	Electronic transmission of information between established commands and the hard-copy versions thereof.
	Letter—without salutation or complimentary close	A letter sent to other Australian Government departments and their statutory authorities and state and local governments. In the past a letter of this type was known in Defence as a memorandum or an official letter to a government department.
	Letter—with salutation and complimentary close	A letter used for correspondence with members of the public (including staff in the Defence organisation who are sent official correspondence relating to employment or personal matters), businesses and foreign governments.
	Minute	A document used for correspondence within and between parts of the Defence organisation. Minutes should be brief, confined to a single subject and written in clear, concise language.
	Fax and fax cover sheet	A document used for both internal and external correspondence. In most instances the sender will attach a cover sheet. This should provide for the recipient information about the sender and their organisation and details such as telephone and fax numbers and location; it should also include contact details and instructions if necessary. When an official record of a fax is required, the fax is registered and filed in the same way as regular correspondence.
	Email	Computer-based correspondence. Email is a normal medium for written communication in Defence. Being records of events or business transactions and decisions, emails must be treated as formal correspondence.
	Letter—demi-official	A letter on a single subject of mutual interest to both parties—for example, letters of congratulation or condolence.
	Letter—formal	A letter confined to matters of ceremony and to certain formal submissions (Navy only).
Advice or information	Australian Defence Doctrine Publication (ADDP) and Australian Defence Force Publication (ADFP)	ADDPs and ADFPs contain the fundamental principles that guide military actions in support of national objectives. They incorporate an understanding of the art and science of war, and of military operations other than war. ADDPs convey the philosophical and high application level, and ADFPs convey the application and procedure (lower level) of doctrine.

Document Class	Document type	Document use
	Information circular (IC)	Used for communicating general information that affects all personnel over a defined period. ICs disseminate information about Defence conditions and particular events and are a means of transmitting both social and recreational information. The material in an IC can come from signals and Defence-wide or unit information. In some instances ICs can include information or notices of a general nature provided by unit, base or ship personnel.
	DEFGRAM	A form of communicating general information signed and released by Defence personnel at or above Senior Executive Service band 1 or military officer of one-star rank, having regard to their functional responsibilities, the content of the DEFGRAM and its applicability to various areas of Defence.
	Guide, handbook	A generic category of documents containing guidance on any matter of Defence business—for example, the *Defence Budget Guide* and the *Handbook of International Logistics*.
	Standard or specification	Information detailing production and performance criteria relating to Defence materiel such as clothing, armour plating and sandbags.
	Defence paper	A document presenting one or more solutions or recommendations. It records and presents facts, opinions and recommendations to support higher-level decision making.
	Brief	A document providing information on a specified topic as concisely as possible. Briefs are relatively short, consistent with the degree of detail required. They can be oral or written, formal or informal and can provide information on any subject.
	Brief—dot point	An abbreviated brief used either when the superior officer already understands the subject and merely requires an update on the situation or when lack of time precludes the presentation of a full brief.
	Journal article	An article for the media—newspaper, magazine, journal or website. Journal articles can deal with news stories, human interest stories or features, or they can be opinion pieces.
	Defence essay	Composition on a particular subject or aspect of a subject—similar to an academic essay. The emphasis is on originality, logical thinking, and the organisation of material into a balanced and cohesive argument. The writer must decide which points require emphasis, balance topics suitably, and present arguments in clear, fluent prose.
Shortened forms of documents	Abridgement	A shortened version of a publication produced by removing the less important parts, leaving the remainder as it was originally produced.
	Synopsis	A separate text giving an overview of the various topics discussed in a document without detailing what is said about each. Can be extensive but is always shorter than the original document.
	Abstract	A brief statement (usually one or two paragraphs) about the work reported in a document. Commonly used for academic and legal documents. The abstract pinpoints the topics addressed and the conclusions drawn.
	Precis	The contents of a document restated in a limited number of words (usually specified). Compression is achieved by repackaging the ideas using alternative wording.

Document Class	Document type	Document use
Shortened forms of text—within the original document	Summary	Although a term often used as a substitute for all other forms of shortened document, a summary is most commonly used at the end of a document to provide a shortened version of the preceding text.
	Executive summary	A summary of the whole document that precedes its text.
Reporting and recording	Report	A generic type of document, a report is usually published to record information in relation to a specific subject or result. Although most reports are intended for use in Defence, some high-profile reports can be externally distributed.
	Report—post-visit or -activity	A report written after a visit or activity to record details of discussions and decisions or instructions that require action or follow-up.
	Agenda for meeting	A list of items for discussion at a meeting.
	Minutes of a meeting	A formal record of discussion at a meeting setting out conclusions reached and showing clearly who is to take any necessary action.
	Speech	A hard- or soft-copy version of material used as or as the basis for a speech.
	Record of conversation	A written record of a telephone or other conversation that can be used as an aid in future business dealings or as a reminder.
Social	Invitation	A written document inviting a person to a social event.
	Response	A written document responding to a social invitation.
	Letter of thanks	A letter expressing appreciation following attendance at a social event.

CHAPTER 2

EFFECTIVE WRITING

The first requisite of a perfect sentence is clearness. Whatever leaves the mind in any sort of suspense as to the meaning, ought to be avoided. Obscurity arises from two causes; either from a wrong choice of words, or a wrong arrangement of them.

Lindley Murray, c 1804

2.1 Within Defence a range of administrative and operational documents and publications is used. They serve three purposes:

a. to provide information

b. to give direction or reinforce lines of control

c. to specify responsibilities.

2.2 The fundamental purpose of writing is to inform or evoke a response from the reader. Documents are formatted in a style that provides consistency of presentation. This consistency helps readers to gain a common understanding of the intent, meaning and context of each form of writing—for example, a minute, brief or letter.

2.3 Generally, the more important the content the more stringent the requirements for its presentation and transmission. When drafting Service policy or preparing material dealing with higher-level administration, writers should engage in broad consultation across Defence.

Plain English

2.4 Plain English is writing that imparts a clear message, using only as many words as necessary. The main advantages of this style of writing are that it is faster to write and read and is more readily accepted and understood.

2.5 Plain English emphasises:

a. use of words that are appropriate for the reader and the subject

b. use of the active rather than the passive voice (see 2.53–2.59)

c. use of the first, second or third person as appropriate to the required style of communication (see 2.30)

d. varied sentence length—that is, a mix of long and short sentences

e. positive, direct sentence construction

f. use of numbered or bulleted lists where appropriate

g. use of headings to break up text

h. concise, courteous language.

2.6 To be effective, writing must be readable. Using plain English is the biggest aid to readability: a message should be written with the reader in mind, clearly and concisely, and with the right tone of voice.

2.7 The ‘readability level’ of a document refers to how easy the document is to read. Readability scales and associated statistics measure, as an approximation, the suitability of the writing as a ‘number’ or as a ‘grade level’. They are commonly available through grammar-checking options in word processing and some publishing software. Microsoft Word offers two options:

a. The Flesch Reading Ease score rates text on a 100-point scale; the higher the score, the easier it is to understand the document. For most standard documents, aim for a score above 60.

b. The Flesch–Kincaid Grade Level score rates text on a US school grade level—for example, a score of 8.0 means that an eighth grader should be able to understand the document.

AIDS TO WRITING WELL

2.8 This publication prescribes specific practices associated with spelling, punctuation and grammar using the *Style Manual* and the *Macquarie Dictionary* as the preferred references. Note that the electronic version of the *Macquarie Dictionary* is accepted as the latest version and, as with all contemporary references using the electronic medium, it can be at variance with the latest hard-copy edition.

2.9 Spelling and grammar checkers in word processing programs are generally set to 'American English' by default. It is important to change the setting to 'Australian English' before you begin writing. Be aware, too, that spelling and grammar checkers cannot detect common errors such as:

a. words accidentally omitted from the text—for example, 'The manager wrote letter'

b. incorrect or non-preferred word forms—for example, 'dove' instead of 'dived', 'loose' instead of 'lose'

c. wrong word order—for example, 'It into fell …'

d. factual errors

e. ambiguous constructions—for example, 'Tail wagging merrily, Bruno took the dog for a walk'.

Reliance on such aids is not a substitute for careful proofreading.

Defence-specific meanings of words and phrases

2.10 In Defence writing certain words and phrases have specific meanings that might fall outside the *Macquarie's* interpretation. Use the *Australian Defence Glossary* to check the spelling and meaning of Defence-specific terms. If many such terms are used, place them in an annex or glossary in the endmatter of the document.

2.11 Be aware of Defence-specific terminology that is not included in computer spellcheckers—for example, 'fuze', an ordnance term.

CHARACTERISTICS OF EFFECTIVE WRITING

2.12 Aim to write effectively by:

a. using language suitable to your target readers

b. constructing sentences in such a way that they are easy to read

c. using a consistent writing style and ensuring correct spelling, especially of names

d. imparting information succinctly by omitting unnecessary words and avoiding unnecessary repetition

e. expressing intentions clearly by using the active rather than the passive voice

f. avoiding ambiguity, especially in Orders and Instructions

g. offering logical arguments

h. reviewing and revising the completed text to check for the preceding characteristics.

2.13 Adoption of the following strategies will help you write more effectively:

a. **Maintain interest.** Use:

(1) a simple, straightforward layout

(2) familiar, precise words

(3) uncomplicated, concise sentences

(4) paragraphs of varying lengths.

b. **Be direct.** Say what you mean as succinctly as possible without sounding rude or abrupt. Keep to one thought per paragraph, but do not make every sentence a paragraph.

c. **Limit repetition.** While repetition can emphasise a key point powerfully and persuasively, it can easily detract from the impact of the message and become boring if overused. It can even make readers miss vital points if they assume that the remainder of the paragraph, section or document contains further repetition.

d. **Avoid tautology.** In the absence of a good reason, avoid the needless repetition of an idea in a single expression. Examples are ‘forward planning’ (planning can only be forward), ‘new innovation’ (all innovations are new), ‘excess verbosity’, ‘to re-use again’ and ‘to revert back’.

e. **Choose the plainest, most precise word.** If a complex word or phrase is needed to communicate precisely, ensure that the reader will understand it. In general, use familiar and uncomplicated words:

try	*instead of*	endeavour
confuse	*instead of*	obfuscate

f. **Avoid officialese.** Writers who use complex, verbose and flowery language in an attempt to emphasise or increase the formality of a simple statement often cause misunderstanding and confusion. Communicate clearly and directly using words such as:

consider	*instead of*	give consideration to
now	*instead of*	at this point in time

g. **Avoid jargon.** Language peculiar to a trade, profession or any other group should be kept to a minimum except as required in those particular fields. Do not use shortened forms or phrases that are unfamiliar to the intended reader.

h. **Avoid contractions.** Do not use shortened forms such as ‘can’t’, ‘won’t’, ‘we’ll’ and ‘they’re’.

i. **Avoid colloquialisms.** Do not use phrases such as ‘far out’, ‘with it’ and ‘get a wriggle on’.

j. **Avoid euphemisms.** Aim to say precisely and directly what is meant. Do not use a mild, indirect or vague expression for fear of using a blunt one. Use, for example:

subversion	*instead of*	destabilisation
retreat or defeat	*instead of*	tactical redeployment
dead or wounded soldiers	*instead of*	inoperative combat personnel

Accuracy

2.14 The written word provides a permanent record. It is, therefore, important to present facts and record discussions and decisions with absolute accuracy and to ensure that the meaning is clear and unambiguous. Communications that are accurate and clear will minimise any immediate or future misunderstanding.

2.15 Support opinions and any facts that are not likely to be widely known with suitably acknowledged sources of information.

Brevity

2.16 State ideas fully yet as briefly as possible. Avoid repeating the message using different words: this could cause confusion and uncertainty. This principle applies whether writing one sentence or a document containing thousands of words. Cutting back the length of a piece often improves its quality.

Empathy

2.17 It is vital to understand other points of view in order to write and convey an unambiguous message. Aim to develop a degree of empathy when writing so that readers will have no doubt about the intended message and any action required.

Relevance

2.18 Include all essential ideas, words and phrases and exclude all material that does not affect or add to the argument.

2.19 Where appropriate, place explanatory information in annexes, appendixes and enclosures to keep the main body of the document to a manageable length and to avoid distraction from the argument. Statistical material is best placed in annexes rather than the main body of the text.

Logic

2.20 Keep deductions and conclusions logical and objective, and base conclusions on sound reasoning. If writing to persuade, acknowledge the possibility of other legitimate points of view. Failure to do so might reduce the credibility of writing.

Completeness

2.21 Defence documents are often produced with attachments. Always ensure that both the main document and its attachments are accurately labelled so a reader can readily identify parts of a complete document. Unmarked attachments that are copied and used in isolation from the main document could mislead or confuse readers.

Timeliness

2.22 A document written too soon or too late will offer little value. Information in briefs, reports and manuals should be promulgated while it is current and relevant, and responses to correspondence should be prompt. In general, and in accordance with the *Defence Charter*, respond to emails, facsimiles and telephone calls within two working days and minutes and letters within 15 working days. If a response cannot be completed within these time frames, provide interim advice stating when a response can be expected.

Use of shortened forms

2.23 Shortened forms of words and phrases—abbreviations, contractions, acronyms and initialisms—can save the reader's time and avoid unnecessary repetition. However, ensure the shortened form can be understood by spelling it out it in full and placing the short form in parentheses:

a. when the term first appears in the text of a document

b. at the first instance in each chapter

c. when used in preliminary matter—for example, the foreword and preface

d. when used in annexes and appendixes.

Do not use a shortened form:

e. if the term appears only once in the text

f. in headings unless it is a common Defence term—for example, ADF, CIO, RAAF.

2.24 In publications dealing with highly specialised fields and where the associated shortened forms are well understood, the requirements just described can be relaxed, but this must be done with considerable care to ensure that the intended message remains clear.

Style

2.25 The language used in written communications can affect the relationship with the reader. As with face-to-face communication, take care with printed and electronic communications to ensure that the style, or register, is appropriate for the message and the reader.

2.26 Style varies from formal to informal. A formal document's style of language is composed to satisfy the requirements of official business. Less formal is the standard style of professional magazines and training manuals. More informal are newsletters, brochures and many types of writing using the electronic medium. The least formal style of writing is reserved for personal communications such as those between family members and friends.

2.27 For many kinds of business and information documents a neutral style of communication is needed—one that puts neither distance nor undue familiarity into the relationship with readers. This style assumes only that the writer and the readers share an interest in the subject.

2.28 The medium used for communication also influences the reader's relationship with the writer. An SMS message or email may be used to transmit information between friends and colleagues, for example, but the same information might need to be transmitted more formally—by a minute or a letter—for business purposes or to a superior.

2.29 Do not include humour in formal or business writing. If it is used for less formal communications, be mindful that misunderstanding, either now or in the future, could cause offence.

2.30 **Person.** The concept of 'person' distinguishes between the person communicating (first person), the one communicated to (second person), and the one communicated about (third person), as in:

a. first person I (me, my, mine), we (us, our, ours)

b. second person you (your, yours)

c. third person he (him, his), she (her, hers), it (its), they (them, their, theirs).

The choice of person has a significant effect on writing style. Using the first person, especially 'I', has the effect of engaging the reader closely. Use of the first person plural ('we') also tends to involve readers, suggesting solidarity in thought or action. In contrast, use of the third person puts distance between writer and reader. A third-person narrative seems to set both writer and reader outside whatever is being described. Continuous use of the third person can seem very impersonal; it should only be used if such a style is intended.

Tone

2.31 Writing communicates more than mere information: it can also express emotions or feelings such as anger or frustration. Always be aware of the tone of the language used and consider its likely effect on the reader.

2.32 Ensure that the tone of a piece of writing is appropriate for the occasion and is at a level that will produce the intended result. To decide on the right tone, consider the relationship between the writer and the reader and how the content is presented:

a. a directive—a formal, succinct and unambiguous tone

b. a letter—a polite, informative and perhaps requesting tone

c. a demi-official letter—a friendly and/or informative tone

d. a report—a formal, informative and possibly blunt tone.

Compare the tone in the following phrases, in which attendance is sought aboard ship:

'… request the pleasure of your company onboard'—polite, formal

'… return onboard as previously directed'—blunt, official

'… return to the ship immediately'—direct, unambiguous

Level of language

2.33 Formal executive writing requires a different style of communication from, for example, a demi-official letter, which allows for a more relaxed approach. The rank or position of the writer in relation to the reader usually determines the level of language used. Any or all of the following factors can determine the most suitable level of language and vocabulary to be used:

a. subject matter

b. reader's background

c. reader's education level

d. reader's employment level or type.

2.34 The writer should determine:

a. how well informed the reader is about the subject matter

b. how much detail the reader will need

c. whether the reader needs to know specific details.

This information can be used to apply a level of style and expression that will allow for easy communication.

NON-DISCRIMINATORY LANGUAGE

2.35 Writers should be sensitive to Australia's cultural and linguistic diversity. Australian and state and territory laws—including the *Racial Discrimination Act 1975*, the *Sex Discrimination Act 1984*, the *Human Rights and Equal Opportunity Commission Act 1986* and the *Disability Discrimination Act 1992*—cover the nation's commitment to inclusiveness.

2.36 When referring to an individual, mention their gender, religion, nationality, racial group, age or physical or mental characteristics only if such information is relevant. Similarly, take care when referring to a particular group of people.

2.37 Always use non-discriminatory language when preparing written material—for example:

Left-hand member of the rear rank takes a pace to the left and then a pace to the front.

instead of

Left-hand member of the rear rank takes a pace to his left and then a pace to his front.

Race- and ethnicity-neutral language

2.38 Never describe ethnic and racial minorities in a discriminatory way in Defence documents. There is no place for uninformed, prejudiced or insensitive references to individuals or groups. Do not:

a. single out a particular ethnic or racial group by mentioning it unnecessarily

b. portray minorities in negative terms

c. use derogatory names when referring to specific groups

d. present several distinct ethnic or racial groups as a single homogeneous group or as stereotypes—for example, Asians or southern Europeans.

Indigenous Australians

2.39 Always capitalise the word 'Indigenous' when using it to refer to Australia's Aboriginal and Torres Strait Islander peoples.

2.40 Use collective terms:

a. Indigenous Australians

b. Aboriginal and Torres Strait Islander peoples.

2.41 Refer to individual groups as:

a. Aboriginal people(s)

b. Australian Aboriginals

c. Torres Strait Islander people(s).

2.42 Regional and linguistic names—such as 'Koori' and 'Anangu'—can be used whenever a specific Indigenous group is being referred to. Take great care, however, to apply the names accurately. In particular, be aware that 'Koori', for example, is not a synonym for 'Aboriginal' and should not be applied generally to groups from various parts of Australia.

Gender-neutral language

2.43 Only refer to a person's gender, sexuality or marital status if that information is relevant to the subject matter. Choose a gender-neutral term in preference to a gender-specific one:

police officer	*instead of*	policeman
chairperson	*instead of*	chairman

2.44 Be careful with salutations in correspondence. If the gender of the recipient is unknown, use the form 'Dear Sir or Madam', *not* 'Dear Sir/Madam'.

2.45 Only use masculine and feminine singular pronoun forms ('he', 'she', 'him', 'her', 'his' and 'hers') when referring to a particular, known person. This is especially important in Defence where titles of rank do not reveal the gender of the person. Consider alternative ways of referring to the person that do not distort the style or message. For example, for the sentence 'Each candidate must provide copies of the application to his/her referees.' these might include:

a. rewriting the sentence in the plural—'Candidates must provide copies of the application to their referees.'

b. leaving the pronoun out—'Each candidate must provide copies of the application to referees.'

c. using the gender-neutral pronoun 'you'—'You must provide copies of the application to referees.'

References to people with a disability

2.46 In generic references or references to specific groups avoid terms such as 'the disabled' and 'the blind'. The preference is to mention the individual first:

person with a disability	musician with a vision impairment

2.47 The term 'people with a vision impairment' covers a wide range, from people who have partial sight to those with no useful sight.

2.48 'People with a hearing impairment' also covers a range, from people with limited hearing to those with none at all.

2.49 Among themselves, many people with a hearing impairment use Auslan, Australian sign language, and thereby define themselves as members of a language group that is equivalent to, say, Dutch or Yiddish. On this basis they use the term 'Deaf' (note the capital letter) affirmatively as a mark of identity—as in 'the Deaf community'—and encourage others to do the same.

2.50 There are few conventional ways of succinctly referring to problems of manipulation and mobility other than as a form of handicap. Again, the problem of drawing undue attention to the disability arises with terms such as 'a quadriplegic', although the word is relatively neutral. Where there is space, emphasise a person's capacity rather than disability, as in this example from news reporting:

> One of the day's most popular [torch] runners was John Brown, a disabled student from St Peter's College who has become a talented and versatile junior athlete.

2.51 In general, it is difficult to substitute non-technical terms for technical ones when referring to mental disabilities. Note that 'schizophrenia' is a particular type of psychiatric disorder, not a generic term for all psychiatric problems.

Checklist for effective and inclusive language

2.52 Use the following checklist to help make your writing effective and inclusive:

a. Are the language and sentence structures clear to all possible readers?

b. Does the language match the readership level?

c. Are the principles of plain English followed wherever relevant?

d. Is the language suitably inclusive, and have any potential sensitivities been taken into account?

e. Do any gratuitous or stereotypical references appear in discussions about people?

SPECIFIC ASPECTS OF GRAMMAR

The active and passive voices

2.53 Use the active voice wherever possible to clearly identify the action and the 'doer' of the action. It is a concise, direct style that delivers its message effectively without unnecessary words.

2.54 In the active voice a sentence takes the following order: subject, verb, object. The subject of the sentence is the focus and is often the doer of an action. In the passive voice a sentence takes the following order: object, verb, subject. The subject is often the 'receiver' of the action.

> The training team conducted a navigation course last week. (active voice)
>
> A navigation course was conducted last week by the training team. (passive voice)

2.55 Table 2.1 shows basic examples of active and passive forms.

Table 2.1: Active and passive forms examples

	Example number	Subject	Verb	Object
Active voice	**1**	Management (doer)	has rejected (action)	your application. (receiver of action)
Passive voice	**2**	Your application (receiver of action)	has been rejected (action)	by management. (doer)
Passive voice	**3**	Your application (receiver of action)	has been rejected. (action)	(doer not stated—responsibility for action not clear)
Passive voice	**4**	New Orleans (receiver of action)	was flooded. (action)	(there is no 'doer' as such)

1 To write in the active voice put the doer of the action—the subject—at the start of the sentence.
2 To write in the passive voice put the receiver of the action—the object—at the start of the sentence.
3 Be careful when writing in the passive voice. Omitting the doer of an action can sometimes cause misunderstanding.
4 It is completely acceptable to omit the 'doer' when there is none or when the doer is obvious, unknown or irrelevant.

2.56 If the passive voice is used too often it can make your message unclear and create confusion. It might, however, be necessary to use the passive voice in contexts that demand an objective, impersonal style—for example, in official or technical publications. Some documents, such as essays, should contain a mixture of passive and active voices, especially where use of the passive ensures a smooth flow of ideas and makes the receiver of the action prominent in a sentence.

Orders, Instructions and directives

2.57 ADF Orders, Instructions and directives are the means by which a superior officer or manager directs a subordinate to carry out specific duties. Express them in the active voice, as one complete sentence, by including the following three parts in sequence:

a. the identity of the individual or appointment responsible for the specified action

b. the word 'must' (or 'is to' or 'are to' if more appropriate in the circumstances)

c. the specific action that is required.

For example:

Officers must ensure that accounts and records are kept in accordance with the FMOs.

Head JCC Division is to develop the JCIs and to sign them on my behalf.

2.58 **Verbs requiring action.** In Defence the following verbs have specific meanings:

a. **Intend.** This verb is used by a subordinate to express an intention to carry out a particular course of action unless an order to the contrary is received from a higher authority:

Unless advised to the contrary, I intend to sail at 1600 today.

b. **Should.** This term is used in directives, Instructions and Orders to express requirements and intent which must be complied with unless it is unreasonable in the circumstances to do so:

You should sail at 1600, weather permitting.

c. **Propose.** This verb is used by a subordinate to suggest a course of action that will be carried out only if a confirmatory order is received from a higher authority. It is used particularly in messages:

With your agreement, I propose sailing at 1600.

d. **Request.** When used by a superior to a subordinate, this verb is a polite form of order:

The captain requests your presence on the bridge.

e. **Will.** This term conveys information about an action that is to occur in the future:

HMAS *Parramatta* will sail at 1600.

Here, 'will' is not used in the sense of an order.

Some frequently asked questions

2.59 Can a conjunction be used to begin a sentence? A conjunction is a word that links words, groups of words or sentences, for example 'and', 'or', 'but':

The pilot confirmed that the engine part had been replaced, and so the sergeant signed the repair completion sheet.

Modern usage also allows the use of conjunctions to start a sentence. In this position the conjunctions are known as 'conjuncts' and provide a logical link to the previous sentence:

Everyone in the department is working in policy, either developing it or putting it into practice. But not everyone needs to know how to advise on it.

Although it is not grammatically incorrect to use a coordinating conjunction—such as 'and' or 'but'—at the beginning of a sentence, this should be done sparingly and only where it improves the flow of sentences.

2.60 Is it permissible to split an infinitive? An infinitive is a verb form containing the word 'to'—for example, 'to go'. Infinitive splitting involves the insertion of a word or words, usually an adverb or adverbial phrase, between the word 'to' and the remainder of the infinitive—for example, 'to emphatically command'. In the past some condemned this practice in formal writing. Now, however, it is acknowledged that splitting an infinitive is often necessary for clarity and flow. There is nothing grammatically wrong with the following sentence:

It is essential to promptly execute commands issued unexpectedly by superiors.

2.61 Sometimes there can be a difference in meaning between a sentence that does not contain a split infinitive and one that does:

The Army fails completely to recognise that all soldiers need to conduct combined arms training.

The Army fails to completely recognise that all soldiers need to conduct combined arms training.

2.62 There might be stylistic reasons for not having too many words intervening between 'to' and the rest of the infinitive. In the following sentence, for example, 'with all our energies' is a clumsy intrusion:

We ought to with all our energies pursue our goal.

2.63 **Ending a sentence with a preposition.** Prepositions—such words as 'up', 'to', 'in' and 'between'—are usually used before nouns or pronouns. But they also function as 'particles' in association with phrasal verbs, as in 'give up', pay off', 'wait for' and 'write about'. In these contexts there is nothing to prevent the preposition from occurring as the last word in a sentence:

We will never give up.

The scheme is bound to pay off.

Environmental conservation is something I will fight for.

It is time I chose another topic to write about.

CHAPTER 3

WORD PRESENTATION

Words have weight, sound and appearance; it is only by considering these that you can write a sentence that is good to look at and good to listen to.

W Somerset Maugham

3.1 Words are the building blocks of language—of limited use singly but, when well selected and presented, with the power to influence and bring about change. This chapter provides guidance on aspects of word selection and presentation commonly encountered in Defence. It covers spelling and usage, modes of address, the use of capital letters, shortened forms, and the use of italics. More detailed information is available in the recommended references.

AUSTRALIAN SPELLING AND USAGE

Recommended references

3.2 A unique culture and identity is reflected in the particular meanings Australians give to some words and the contexts in which they are used. Australian English differs from British and American English. The Defence standard for Australian language is the *Macquarie Dictionary* published by the Macquarie Library, Macquarie University, and referred to as 'the *Macquarie*'. Use this dictionary as the spelling and usage reference when preparing documents.

3.3 Language changes over time. As a result, a word can have more than one spelling. For consistency, use the first entry listed in the *Macquarie*:

judgment	*rather than*	judgement
adviser	*rather than*	advisor

3.4 The following guidance is based on the *Macquarie* and common Australian usage rather than American forms:

a. Use the 's' spelling in preference to 'z'—for example, 'rationalise' and 'familiarisation', not 'rationalize' and 'familiarization'.

b. Use the '-our' spelling rather than '-or'—for example, 'harbour' and 'colour', not 'harbor' and 'color'.

c. Use 'ae' or 'oe' rather than 'e'—for example, 'haemoglobin' and 'oedema', not 'hemoglobin' and 'edema'.

3.5 A number of words that are in general Defence usage and were formerly spelt with a hyphen are now written as one word:

airmobile	counterattack	counterintelligence	counterinsurgency

Use the *Australian Defence Glossary* for the spelling and meaning of Defence-specific terms.

Spelling and grammar checkers

3.6 Word processing and some publishing software provide spelling- and grammar-checking functions. They can be of some use in identifying basic spelling or grammatical errors in a document, but caution is necessary. Always choose an Australian English dictionary if the *Macquarie* is not available. Note that you can supplement electronic dictionaries by using the embedded 'Add to dictionary' function.

3.7 Be aware of spellcheckers' shortcomings:

a. Some software will recommend a spelling that is not acceptable in Defence usage. For example, 'e-mail' is the spelling suggested by Microsoft Word, but 'email' is the Defence and the *Macquarie* spelling.

b. Spellcheckers do not pick up words that, although correctly spelt, are incorrect in the context in which they occur:

led/lead	bite/byte/bight	bought/brought	scent/sent/cent
it's/its	see/sea	their/there	your/you're/yore

Readability

3.8 'Readability' refers to ease of reading, a quality influenced by words, punctuation, grammar and style. Microsoft Word offers two measures of readability based on the choice of words (the number of syllables used in each) and how they are used (the complexity of sentences as determined by their length). See 2.7–2.9 for more information.

Names

3.9 **Government.** Constitutionally, 'Commonwealth of Australia' is an umbrella term that includes the Australian and state and territory governments. When referring to Australia's national government, use 'Australian Government' in all circumstances other than legal instances, when 'Commonwealth of Australia' is the correct term. The terms 'Commonwealth Government' and 'federal government' should not be used. For further information go to the Ministerial and Executive Coordination and Communication Division website (http://intranet.defence.gov.au/oscdfweb/sites/Branding/ComWeb.asp?page=36085#Section1).

3.10 Do not refer to the Australian Government in broad terms, as in the expression 'Australia is a signatory …'

3.11 **Defence.** 'Defence' is the standard term to use when referring to both civilian and Service elements of the Defence portfolio. Within Australia the term Defence, or Department of Defence, supersedes the terms 'Australian Defence Organisation' and 'ADO' which were abandoned in 2002.

3.12 All future publications and references within Australia should use the term Defence. When composing text for audiences external to Australia, use the term 'Australian Department of Defence'.

3.13 For more information go to the Ministerial and Executive Coordination and Communication Division website.

3.14 **Definitions.** 'Defence member', 'Defence employee', 'Defence civilian', 'Defence personnel' and 'external service provider' each have a specific meaning which is contained in *The System of Defence Instructions Manual*.

3.15 **Program.** Spell 'program' with a single 'm' unless citing an existing or official name—for example, Tripartite Technical Cooperation Programme Agreement.

3.16 **Countries.** Defence uses the alpha-3 codes described in the international standard ISO 3166 (which is available as Australian Standard/New Zealand Standard (AS/NZS) 2632.1:2008) as the shortened forms for the names of world countries:

Australia—AUS	China—CHN	United States of America—USA
Japan—JPN	New Zealand—NZL	

Note, however, that some in-service equipment and software continue to employ the alpha-2 codes (for example, AU for Australia) and will do so until upgraded or replaced. ISO 3166's three-number (numeric-3) shortened form is not used in Defence.

3.17 **Official names.** Retain the original spelling of the full name of an official body or political party, regardless of the preferred Australian spelling of a particular element. The following are examples of recognised official names that differ from normal spelling:

International Labour Organization	Australian Labor Party
World Trade Organization	International Organization for Standardization

3.18 Pay close attention to the use (or non-use) of capitals, hyphens and apostrophes in official and commercial names:

Attorney-General's Department	Officers Mess
Kennards Hire	Cut-to-size Uniforms Ltd

3.19 Spell the names of organisations and political parties in other English-speaking countries in the way they are spelt in their country of origin:

Department of Defense	*or*	Defense Department (United States)
Labour Party (New Zealand)	*and*	Labour Party (United Kingdom)

MODES OF ADDRESS

3.20 The subject of how to address people is complex and can be emotive. This section provides guidance on personal names and the three categories of title—conventional, honorific and postnominal—including their capitalisation.

3.21 **Personal names.** When referring to people's names, use the terms 'given name' and 'family name' in preference to 'Christian name', 'first name', 'forename' or 'surname'. Note that some Asian cultures—among them the Chinese, Japanese and Vietnamese—present the family name first (for example, Wong Hei, Nobuyuki Takeshi) although this is not obvious when the names are unfamiliar. The situation is exacerbated if the owners of the names choose to reverse the order when in an English-speaking context (Hei Wong, Takeshi Nobuyuki), anticipating the possible confusion for English speakers. If in doubt, check.

3.22 Use capital letters to begin both the given and the family names of all individuals, real or fictitious—for example, Charles Kingsford Smith, Ginger Meggs. When, however, a personal name becomes a general word in the language it usually ceases to take an initial capital—for example, furphy, wellington boot.

3.23 **Conventional titles.** These titles are 'Mr', 'Mrs', 'Ms' and 'Miss'. Write them with a capital 'M'. Give each full name used a capital letter. If using initials, write these in upper case with no space between and no full stops. Usage in relation to feminine gender titles is changing in Australia, and many people now use 'Ms' for adult women. Try to find out the person's preference (sometimes this is revealed in a sender's signature block) or check the Defence Corporate Directory. If the preferred form is not known use 'Ms'. The following are examples of these titles:

Mr James W Robinson	Mrs Sofia Papandreou	Miss Kylie Child	Ms EM Krebs

3.24 When referring to the position people hold, always use initial capitals for the words in the formal address:

His Worship the Mayor of Holbrook	the Reverend
His Honour Justice Sexton	the Right Honourable

3.25 **Honours.** Use capitals to begin the names of all civil and military honours, professional distinctions, academic degrees and awards, whether written in full or shown in abbreviated form:

Susan Taylor, Member of the Order of Australia	Susan Taylor, AM
Brian Bader, Distinguished Service Cross	Brian Bader, DSC

And always use capital letters for prefixed titles:

Dame Sandra Dahl	Sir Charles Kingsford Smith
General Sir James Butler	the Honourable Nicholas Costa

3.26 **Postnominals.** These are honorifics placed after a person's name to indicate rank, qualification or status. Write them without full stops, separated from the name by a comma, and before abbreviations that indicate Service or regiment or unit.

3.27 When several postnominals occur insert a comma and space between each:

LTCOL J Samson, CV, MBE VADM PC Penzance, AC, DSC, RAN

3.28 List the postnominals in order of precedence, the highest honour appearing closest to the person's name. The Victoria Cross for Australia (VC), the George Cross (GC) and the Cross of Valour (CV) precede all others. Abbreviations for Queen's Counsel (QC), Senior Counsel (SC) and Justice of the Peace (JP) follow military postnominals. Any other awards are shown in the following order:

a. university degrees and diplomas

b. membership of associations and societies

c. membership of Parliament.

3.29 **Honours and awards website.** The Australian order of precedence for honours and awards is set out at the Australian Government's *It's an Honour* website.

3.30 **Within Defence.** Do not use postnominals in either the address block or the signature block of correspondence intended primarily for distribution within Defence—for example, an email, minute, facsimile or message. At the signatory's discretion, postnominals can be included when sending correspondence, such as a demi-official letter, to peers and colleagues outside Defence, where the inclusion could lend additional authority or utility.

3.31 **Invitations and place cards.** Write the title of the person invited on both the invitation and the envelope—for example, 'The Right Hon ...', 'Lady ...', 'General ...', 'Mr ...' or 'Ms ...' All postnominals are written on the envelope, but only those of VC, CV, MP or RAN appear on the invitation or place card.

3.32 **Promotion within an order.** When a person is promoted within an order, the letters denoting the honour previously held are no longer used. For example, if Ms Brenda Green, AM (a member of the Order of Australia) is promoted to an officer of the Order, correspondence should now be addressed in the following way:

Ms Brenda Green, AO *not* Ms Brenda Green, AO, AM

Military address

3.33 Annex 3A lists the officer ranks used by the three Services and the classifications used by the Australian Public Service. To refer to military ranks for officers across the Services, use the alphanumeric convention as shown in Annex 3A and in the following examples:

Selection will be made from officers of O-3 rank, one from each Service.

Up to two honorary ADCs of O-5 rank from each Service may be appointed for part-time duty with state governors and the administrators.

3.34 In formal correspondence, address officers in the armed Services by their rank, given name or initials, family name and any postnominals:

Lieutenant Colonel Heinrich Mueller, AM

3.35 In informal correspondence, apply the following styles of address (noting that there is no punctuation at the end of the salutation):

a. Officers of the rank of O-6 and above by their rank alone

Dear Air Commodore

b. Officers O-3 to O-5

Dear Lieutenant Colonel James

c. Officers O-2 and below by the conventional titles of ‘Mr’, ‘Ms’, ‘Mrs’ or ‘Miss’

Dear Mr Jones

d. Non-commissioned officers and other ranks by their rank and family name

Dear Private Werner

3.36 Do not hyphenate military ranks consisting of more than one word:

Lieutenant Commander Major General Group Captain

The only exception is the rank of Air Vice-Marshal.

Addressing correspondence to chaplains

3.37 Army and Air Force chaplains wear military shoulder rank; Navy chaplains do not (although they carry no military rank, within the officer community they are assigned the rank of commander for the purposes of protocol). Correspondence to chaplains is addressed in the following ways:

a. Navy: Principal Chaplain—abbreviated as DGCHAP-N (position) or PCHA (rank)

Senior Chaplain (SCHA)

Chaplain (CHAP)

b. Army: Principal Chaplain—abbreviated as PRINCHAP

Chaplain—abbreviated as CHAP

The worn rank of the chaplain may be added in parentheses:

Principal Chaplain (Brigadier) or PRINCHAP (BRIG)

Chaplain (Major) or CHAP (MAJ)

c. Air Force: Principal Air Chaplain—abbreviated as PAC—and other chaplains

(1) *Principal Air Chaplain.* A chaplain who holds an appointment of PAC (a chaplain belonging to either Division 4 or Division 5) shall be deemed to hold, and therefore to wear for the purposes of precedence, a rank that corresponds with the rank of Air Commodore. Such a chaplain is to have their relative rank indicated in the written form:

Chaplain (Air Commodore) RH Boerth, AM
PAC-AFHQ

(2) *Other chaplains.* The relative rank of chaplains, other than Principal Air Chaplains, is shown by including the appropriate relative rank in parentheses:

Chaplain (Squadron Leader) BA Smythe

3.38 The salutation for correspondence is Dear Principal Chaplain, Dear Principal Air Chaplain or Dear Chaplain, as appropriate.

3.39 Addressing correspondence to groups such as the Religious Advisory Committee to the Services requires specific guidance, and advice should be sought from the Service chaplaincy offices.

Order of precedence of the Services

3.40 In accordance with the *Defence Act 1903*, the order of precedence when referring to the three Services is Navy, Army, Air Force.

Mode consistency

3.41 A document containing the full rank, title or appointment in the address block must have corresponding details expressed in full throughout the text and in the signature block. The date must also be in full form—for example, 17 March 2010 (see 5.67). Similarly, if the rank, title or appointment is abbreviated, it should be abbreviated throughout the document, as should the date—17 Mar 10. The abbreviated form is typically used in minutes.

CAPITAL LETTERS

3.42 Initial capital letters are used at the beginning of sentences, for titles and some headings (see 6.54–6.71), and to distinguish proper nouns (and adjectives derived from proper nouns) from common nouns.

3.43 Some words can be used as either a specific or proper noun or name or a generic or common noun or name. The following examples contrast the titles of specific appointments or institutions, which need initial capitals, with general references, which do not:

The Victorian Legislative Assembly is one of the state legislative assemblies.

I believe Corporal Smith, the youngest corporal on the list, should make the rank of sergeant.

In some instances either form of the noun may be used, in which case the use of capital letters distinguishes which form is intended (see also 3.64–3.68).

3.44 Some generic or common nouns have a totally different meaning when capitalised:

an Act (of Parliament)	a Bill (proposed legislation)	the Bench	the Chair
the White House	the Red Sea	the House	the Bar

Nationality and race

3.45 Always use a capital for the first letter of descriptions of nationality and race:

Australian	British	Eurasian	Thai

Titles of people and institutions

3.46 Always use initial capitals for the titles of specific people and institutions:

the Secretary	the Pope	the Vatican
the Speaker	the Treasury	the Senate

And always ensure that a person's name is recorded and reproduced accurately. Take the time to check the spelling; encyclopaedias and dictionaries (including biographical dictionaries) are suitable sources of spelling for the name of a famous person. Be careful when using non-government internet sites: accuracy can be less certain.

Official titles and offices

3.47 When an official title is written in full, use capital letters to begin each word other than articles or prepositions:

the Governor-General of Australia	the Prime Minister
the Minister for Defence	the New Zealand Prime Minister
the General Manager of Acme Building Supplies	the Secretary of the Treasury

3.48 A capital letter is used to mark titles and honorific names used as a form of address:

Minister for Defence, the Minister	*but*	a minister, ministers, ministerial
the Commander-in-Chief, the Commander	*but*	rank of commander, a commander's orders, lieutenant commanders, issued to a senior command appointment, chain of command
Director Business Performance Management, the Director	*but*	directors, a director's position
Head, Service Heads, Group Head, Branch Head	*but*	the directorate is headed by a public servant

3.49 Initial capitals are not necessary when referring to a particular office or to someone who no longer holds that office:

Until recently, Sir Robert Menzies was the longest-serving prime minister.

The former president supported them.

The minister acted swiftly.

A lower-case letter is also used to begin plural references:

the treasurers of the states and territories

auditors-general in successive governments

general managers of large companies

Names of organisations and similar entities

3.50 When cited in full, all components of the official names of organisations, institutions and similar entities take an initial capital. Use lower case for articles (unless starting a sentence), prepositions and conjunctions occurring within such names:

the Special Broadcasting Service	the Royal Australian Navy
the Department of Defence	the National Archives of Australia

When names of this kind are abbreviated to the generic element for subsequent references, leave them uncapitalised:

the Ford Motor Company of Australia Ltd	the company
the Community and Public Sector Union	the union
the Department of Defence	the department
the Chiefs of Service Committee	the committee

An exception to this general rule applies in the case of the Services:

the Royal Australian Navy	the Navy
the Australian Army	the Army
the Royal Australian Air Force	the Air Force

3.51 In contrast, when the name of an organisation or other body is abbreviated but retains some specific elements, keep the capitals:

The Department of Immigration and Multicultural Affairs … a matter for Immigration … the department

The National Gallery of Australia … the National Gallery … the gallery

3.52 Always use the full name if the generic name could lead to confusion with the names of similar bodies appearing in the text:

The Department of Defence will be represented along with other departments at the interdepartmental committee meeting.

Geographic terms

3.53 **Official geographic names.** Always capitalise the first letter in the names of countries and cities and their commonly used shorter forms, as well as the names of the states and territories:

Melbourne	the Australian Antarctic Territory
the Northern Territory	the Territory
New Zealand	Guangxi Province

3.54 **Geographic and political designations.** Always use initial capitals for names that designate a group of nations geographically or politically:

South-East Asia	Central America	the Balkans

When descriptive names of this kind develop semi-official status, initial capitals should also be used:

Central Australia	Far North Queensland

Do not, however, capitalise unofficial names for parts of a descriptive geographical area:

northern Australia	south-western Western Australia

3.55 **Topographical features.** Always use initial capitals for names designating particular topographical features—mountains, rivers, valleys, bays, islands and other named features—when cited in full:

the Blue Mountains	the Barossa Valley	the Murray River

When the generic element of a place name serves as the conventional abbreviation for the place and becomes a recognised name, the first letter remains capitalised:

the Great Barrier Reef	the Reef	the Persian Gulf	the Gulf

When, however, a feature is referred to as a topographical form, the generic noun is not capitalised:

the Murray River	the river	Lord Howe Island	the island

3.56 Where two or more names with the same generic element are combined, use lower case for the pluralised word:

the Murray and Darling rivers	the Barossa and Hunter valleys

In contrast, however, give the plural element an initial capital when it precedes the individual names:

We climbed Mounts Alexander and Macedon.

3.57 **Public buildings and places.** Use initial capital letters for the official names of public buildings and public places:

Australian War Memorial	Martin Place	Brisbane Town Hall
Tasman Bridge	Empire State Building	Eiffel Tower

3.58 If the type of building or place appears in the plural, it should be written using only lowercase letters:

The Gladesville and Anzac bridges

Adelaide and Brisbane town halls

3.59 Where the full name of a public building or place is not cited, capital letters should not be used:

Part of the Tasman Bridge was damaged in the mid-1970s.

but

Part of the bridge was damaged in the mid-1970s.

3.60 **Private properties.** Use initial capitals for the names of private properties in the same way as you would other local names; quotation marks are not necessary:

Victoria River Downs Kirribilli House Lanyon Homestead

3.61 **Local names.** Capitalise the first letters of common names given to parts of a city, state or territory:

the Adelaide Hills the North Shore the Western District the Top End

The names of roads, streets and other thoroughfares are treated similarly:

George Street Wickham Terrace the Monaro Highway

Addresses

3.62 Addresses written on envelopes or in text have the names of cities fully capitalised, as do the shortened forms of locations, states and countries. When presenting telephone and extension numbers in a text, however, spell out the words in full and do not capitalise them:

Work Health and Safety Branch, BP35–5–008, PO Box 7927, Department of Defence, CANBERRA BC ACT 2610

telephone (02) 9627 4100 extension 203

Foreign geographic names

3.63 Generally, use the English form of foreign geographic place names:

Rome *not* Roma Cologne *not* Köln

Be aware, however, that in some cases the former English name is no longer used:

Mumbai *not* Bombay Myanmar *not* Burma

In accordance with the practice of referring to a country by the name it uses at the United Nations, use Timor-Leste rather than East Timor (except when referring to events prior to 20 May 2002, where East Timor is appropriate).

Proper nouns

3.64 Proper nouns are the names of specific people (real or imaginary—Nelson Mandela, Indiana Jones), places (Greenland, Lae, Constitution Avenue) and things (the United States, the Vietnam War, the Great Depression, July). They are always distinguished by an initial capital.

3.65 Many English words derived from what were once proper nouns are now regarded as ‘common’ words and no longer have an initial capital:

cardigan chauvinist sandwich boycott

Some have, however, retained their initial capital: Marxist, Bren gun and Midas touch are examples. Use the *Macquarie* for guidance on the capitalisation of such words.

Defence-specific use of capital letters

3.66 Use an initial capital for the words 'Service' and 'Services' when referring to the Navy, the Army or the Air Force or two or all three of them.

3.67 Use Defence-specific writing rules for upper- and lower-case usage, even though they might differ from what is suggested in the *Style Manual*:

a. Use initial capital letters to distinguish the names of Defence document types to distinguish them from their generic meaning:

Instruction—for example, single-Service Instruction, Operation Instruction, Standing Instruction, Administrative Instruction, Routine Instruction	*but*	A DI(G) contains enforceable instructions, directives and policy statements.
Order—for example, Operation Order, Standing Order	*but*	Organisational directives are not to be used by commanders to detail local orders.
Standard operating procedures—for example, *RAAF PMKeyS PD&T Standard Operating Procedure: data entry*	*but*	These are standard operating procedures used by the RAAF.

b. Start the names of equipment with a capital letter but do not italicise them:

AP–3C Orion aircraft	*not*	*AP–3C Orion* aircraft
M1 Abrams tank	*not*	*M1 Abrams* tank

Note that the generic components, 'aircraft' and 'tank', are not given capitals.

c. Write names of exercises, plans, projects and operations in capitals:

BERSAMA LIMA 2013 NEPTUNE TEAM RESOLUTE

Use a capital for the first letter only when referring to the generic component—Exercise, Plan, Project, Operation—and ensure that the generic component precedes the capitalised name it refers to:

Exercise BERSAMA LIMA 2013
Project NEPTUNE
Plan TEAM
Operation RESOLUTE

d. When abbreviating ranks and appointments, write them in capitals and without punctuation:

LTCOL CJOPS CDF

Military units and force elements

3.68 Use initial capital letters for Groups, military units and force elements.

Group, Groups, Defence Support and Reform Group	*but*	profession or any other group
Australian Regular Army, Army Reserve, Reserve Forces, Permanent Navy	*but*	Army reservist eligible Defence member's unit permanent Defence employees

Australian Navy Cadets		…cadets undertake an approved activity
	but	…single-Service cadet policies

3.69 Write the full and abbreviated title of a military unit or force element in the form decided by the parent Service:

AUSCDT ONE	Australian Clearance Diving Team One
2 Cav Regt	2nd Cavalry Regiment
11 SQN	No 11 Squadron

Use the following form for describing a unit or force element from which a portion is excluded:

3 RAR less two companies

3.70 The names of specific aircraft, ships and other vehicles are usually italicised, but the names of types of vehicle are not:

Enola Gay	HMAS *Anzac*
Jeep	the Anzac class of ship

Note that italics are not used for a definite article that is not part of a vehicle's name—for example, the *Orient Express*—and nor are they used for the initialism HMAS.

3.71 Following its first appearance in the text of a document, HMAS can be dropped for all subsequent references to a commissioned Navy ship:

HMAS *Anzac* arrived at Fleet Base West following a long deployment. The Fleet Commander, who had served in *Anzac*, watched her come alongside.

3.72 Always write the quantitative numbers of units and force elements in full to prevent ambiguity:

one armoured regiment (or one armd regt)	*means*	a single armoured regiment
whereas		
1 Armd Regt	*means*	the 1st Armoured Regiment

Holidays, feasts and ceremonies and cultural events

3.73 Use initial capitals for the names of holidays, periods of religious significance, cultural and sporting events, and feasts and ceremonies:

Australia Day	Labour Day	Good Friday
Ramadan	New Year's Day	Proclamation Day
the Iron Age	the Gulf War	the Renaissance

When the reference is non-specific, however, an initial capital is not necessary:

World War II	*but*	The world war threatened many nations.

3.74 Do not use initial capitals for historical periods that do not represent specific events:

the seventeenth century	the nineteen hundreds

Similarly, do not use them for cultural designations or historical events of a general nature:

the military of the colonial era

Terms associated with government

3.75 **'Government'.** The word 'government' should be capitalised as part of a formal title or abbreviated specific title but not when it is used generically:

The Australian Government, the Government, reporting to Government	*but*	government and non-government agencies, at government expense, government funding, whole of government
South Australian Government, Tasmanian Government	*but*	the governments of South Australia and Tasmania state–territory responsibility state, territory and local governments where varying state, territory and local government legislation Acts and Regulations impact on...

Legislation, treaties and government programs

3.76 **Acts, Ordinances, Bills and Regulations.** Refer to the titles of Acts, Ordinances, Bills and Regulations exactly without altering the capitalisation. Most Acts and Ordinances have a short, formal title for citation purposes. First references to an Australian Act or Ordinance should cite this short title, in italics. Subsequent references (without citing the year) are not italicised. Nor are the titles of Regulations and Bills italicised:

the Public Service Act 1999

the Public Service Act

the Act

the Defence Legislation Amendment Bill (No. 2) 2005

the Bill

the Defence (Personnel) Regulations 2002

the Regulations

3.77 **Programs, treaties, protocols and similar agreements.** When referring to the names of government programs, treaties, protocols and similar agreements, capitalise the initial letters of all words other than articles, conjunctions and prepositions:

the Agreement for the Exchange of Atomic Information for Mutual Defence Purposes

the Protocol for the Protection of Cultural Property in the Event of Armed Conflict

3.78 Use a capital letter to start each main word—that is, words other than articles, conjunctions and prepositions—in the title of a conference or congress:

the 2008 Chief of Army's Military History Conference

Sea Power in the New Century—Maritime Operations Beyond 2000

a Commonwealth Heads of Government Meeting

Astronomical terms

3.79 Use capital letters to begin the names of planets, stars, constellations and other astronomical configurations:

Uranus	Great Bear	Canis Major

3.80 In astronomical names consisting of both a particular and a generic component, use an upper-case initial letter for the particular name and a lower-case initial letter for the generic name:

the Andromeda galaxy the Trifid nebula

3.81 The words ‘earth’, ‘sun’ and ‘moon’ are capitalised only when they are being referred to as names of specific planetary objects. When used in a generic sense they are not capitalised:

The Moon is closer to the Earth than it is to the Sun.

but

The Earth has just one moon and one sun.

Cyclones, hurricanes and typhoons

3.82 Begin the names of cyclones, hurricanes and typhoons with a capital letter in accordance with the *Macquarie*:

Cyclone Tracy Bathurst Bay Hurricane Typhoon Fengshen

Titles and headings

3.83 The use of capital letters in titles and headings depends on:

a. the type of document

b. the type of title or heading

c. whether the use is original or as a reference—as within text or in lists such as a bibliography or list of references.

Bible references

3.84 Always write the names of the books and the various divisions and sections of the Bible with a capital letter beginning each word (other than articles, conjunctions and prepositions). Do not italicise these names:

the Acts of the Apostles the Book of Genesis the New Testament

Article titles

3.85 Use a capital letter to begin the first word of the titles of journal and newspaper articles:

‘From peacekeeping to peace enforcement: the UN operation in Somalia’

Components of a document

3.86 Use a capital to begin the first word of a name describing a specific structural component of a document:

Part 2	Annex 3C	Enclosure 1
Chapter 3	Section 9.4	Figure 3.1

When such components are not part of a name but are instead used in a generic sense, use only lower-case letters:

The report consists of four parts and a total of 15 chapters.

Books and newspapers, journals and other periodicals

3.87 When the titles of books and newspapers, journals and other periodicals are mentioned in the text, capitalise the first letters of all words other than articles, conjunctions and prepositions and highlight the title using italics. Only use a capital letter and italics for the definite article when it is part of the title:

Sense and Sensibility	*The Redundancy of Courage*
the *Courier-Mail*	*Capital* magazine

See 3.130–32 for information about the treatment of chapter and article titles in such publications.

Musical compositions

3.88 Use capital letters at the beginning of all words (other than articles, conjunctions and prepositions) in the titles of musical compositions such as operas, symphonies and concertos:

Liszt's Piano Concerto No 1

Air Force March Past

Fantasia in E Minor

PLURALS

3.89 Plurals take many forms in English. Preferred spellings for those that are often found difficult are provided here; see the *Macquarie* for comprehensive coverage.

3.90 Many words have plural forms derived from Greek, Latin and other languages. Do not anglicise the plurals of the following words:

Singular	**Plural**
criterion	criteria (*not* criterions)
radius	radii (*not* radiuses)
stratum	strata (*not* stratums)

3.91 Plurals of some foreign words are anglicised, although either ending is acceptable. In these cases, use the normal plural endings ('s' or 'es'):

bureaus	*not*	bureaux
plateaus	*not*	plateaux

3.92 Other words have anglicised as well as foreign plurals. For some, usage clearly favours the anglicised form:

aquariums asylums premiums antennas (but insects' antennae)

Where both anglicised and foreign plurals are used equally, use the anglicised versions:

syllabuses	*not*	syllabi
forums	*not*	fora
memorandums	*not*	memoranda

3.93 In compound titles and words it is the principal noun that takes the plural:

attorneys-general	listeners-in
lieutenant commanders	passers-by

In contrast, make the second word plural where there is no noun in the compound word:

also-rans go-betweens

Other plurals

3.94 Always use the word ‘moneys’ *not* ‘monies’:

Collector of Public Moneys *and* Receiver of Public Moneys

Plurals of shortened forms

3.95 Shortened forms of words are defined in the singular but made plural by adding ‘s’—without an apostrophe—to the end of the abbreviation, regardless of where the ‘s’ appears in the spelt-out terms:

POWs	(prisoners of war)	MPs	(members of parliament)
NCOs	(non-commissioned officers)	VDUs	(visual display units)
vols	(volumes)	1980s	(the decade)

The shortened forms of units of measurement never take a plural ‘s’, since they are symbols rather than abbreviations or contractions.

three metres 3 m

3.96 When the shortened form is in the possessive case, place the apostrophe before the ‘s’ if the noun is singular and after the ‘s’ if the noun is plural:

the RAN’s ships POWs’ rights

SHORTENED FORMS

3.97 Shortened forms of words can be abbreviations, contractions, acronyms or initialisms.

3.98 Use shortened forms for core words and phrases to save space and make reading easier by eliminating repetition. They are useful in briefs and similar documents if there is no doubt that the recipient will understand their meaning. Do not use shortened forms in formal letters to non-Defence recipients.

3.99 When a shortened form is used, write the name in full the first time it appears, followed immediately by the abbreviation in parentheses:

The Soldier Career Management Agency (SCMA) approved the use of ...

This rule can be relaxed if the shortened form is well understood.

3.100 **Shortened forms in publications.** Ensure that the accurate meaning of the shortened form is in context and that each chapter can ‘stand alone’ if separated from the main document, without the possibility of confusion about what the shortened form means. To this end, write out in full the name of an unfamiliar shortened form the first time it appears in each chapter and immediately follow it with the abbreviation in parentheses.

3.101 **Ampersand.** Only use the ampersand character ‘&’ in place of ‘and’ in two circumstances:

a. in company and organisation titles when the ampersand is part of the registered name
P&O Lines

b. for an in-text citation of joint authors when the citation is in parentheses. Use ‘and’ when the authors’ names are incorporated in the text:

Fifty-one such incidents occurred in 2008 (Mills & Babington 2009).

but

Mills and Babington (2009) note that 51 such incidents occurred in 2008.

Use of ‘a’ or ‘an’ before a shortened form

3.102 The spoken (or vowel) sound is the guide when deciding whether to use ‘a’ or ‘an’ before a shortened form:

an NCO	*but*	a non-commissioned officer
an RSL campaign	*but*	a Returned and Services League campaign

3.103 Some shortened forms can be spoken with either ‘a’ or ‘an’ preceding them. ‘RAAF’ is an example: when pronounced as ‘R double A F’ it would be ‘an RAAF plane’; if pronounced as a single-syllable word, however, it would be ‘a RAAF plane’ (the later usage is preferred in the Air Force).

Abbreviations

3.104 A shortened form of a word or phrase, an abbreviation consists of the first letter of a word, normally some other letters, but not the last letter. In Defence writing, unlike the *Style Manual* and the *Macquarie*, full stops are not used between the letters or at the end of these shortened forms:

Fri Nov vol eg am

The exception to this general rule occurs in legislative writing where full stops are used after abbreviations such as no. (number), s. (section) and r. (regulation).

3.105 Take care when using the abbreviations ‘eg’ and ‘ie’: many writers and readers confuse their meanings. ‘Eg’ means ‘for example’ and ‘ie’ means ‘that is’.

3.106 **Number.** The abbreviation ‘no’ is used for number. Add a full stop only when confusion could arise with the word ‘no’. Do not use a capital letter unless it is part of a title—for example, ‘Research Report No 10’ or ‘No 81 Wing’. Spell out ‘Number(s)’ if the word starts a sentence, but use the shortened form (‘no’ or ‘nos’) in tables and figures. Insert a space between ‘no’ and the numeral.

3.107 **Operational-specific abbreviations.** Operational terms and their corresponding abbreviations are listed in the *Australian Defence Glossary*:

barracks (bks) weapon (wpn)

Contractions

3.108 Contractions consist of the first and last letters of a word and sometimes other letters in between:

Dr (Doctor) Pty Ltd (Proprietary Limited) St (Street)

Do not use a full stop after a contraction.

Acronyms

3.109 An acronym is a shortened form consisting of a string of initial letters (and sometimes other letters)—without any full stops—that is pronounced as a word:

ASEAN	Association of Southeast Asian Nations
ANZAC	Australian and New Zealand Army Corps (note that Anzac with lower case letters has separate meanings as a noun and as an adjective)
laser	light amplification by stimulated emission of radiation

Always verify the form and spelling of acronyms by consulting the *Australian Defence Glossary* or the *Macquarie*.

Initialisms

3.110 An initialism is an abbreviation formed using the initial letters of a sequence of words but not pronounced as a word:

ACTU	Australian Council of Trade Unions
LPG	liquefied petroleum gas
ATGW	anti-tank guided weapon
FY	financial year

Titles

3.111 In general, avoid using shortened forms in titles and headings. This rule may be relaxed, however, for specialist use in local publications and local correspondence if the shortened form is well understood.

Beginning a sentence

3.112 Acronyms and initialisms may be used at the beginning of sentences, provided, of course, the term has been spelt out in full earlier in the text or is well understood:

DFAT initiated the placement of ... UNESCO programs have benefited ...

3.113 Abbreviations in text are cited in full when beginning a sentence:

Figures 2 and 3 show ... *not* Figs 2 and 3 show …

Volume 5 in the set or The fifth volume in the set *not* Vol 5 in the set

Direct speech

3.114 Where a speaker uses shortened forms, these should be quoted verbatim in transcripts and other printed matter:

> ‘An MA is a very useful qualification to possess if you want to join the APS when you leave the Service’, advised the Director.

The meaning of the shortened form may be placed in square brackets after the shortened form if the writer considers it worthwhile.

Latin abbreviations

3.115 When using Latin abbreviations to cite a reference in a note or footnote, use regular (that is, non-italicised) type: they are regarded as being thoroughly incorporated in English. Do not use full stops in any of these abbreviations. The most common ones are:

Abbreviation	Latin in full	Meaning
c	*circa*	about a certain date
cf	*confer*	compare
eg	*exempli gratia*	for example
et al	*et alii*	and others
etc	*et cetera*	and so forth, and so on
ibid	*ibidem*	in the same work
ie	*id est*	that is
NB	*nota bene*	take careful note
op cit	*opere citato*	in the work cited
PS	*postscriptum*	postcript
v or vs	*versus*	against
viz	*videlicet*	namely

3.116 Note that in general text 'versus' is abbreviated only when quoting the titles of legal cases. In those instances both the title of the legal case and the abbreviation appear in italics:

Andrews v Howell (1941) 65 CLR 255 at 278.

3.117 Use such abbreviations sparingly in text. Overly frequent use of terms such as 'etc' can create an impression of carelessness. If the words 'such as' or 'including' are written, never use the abbreviation 'etc' in the same sentence.

Legislation

3.118 The *Style Manual* is used for guidance in this specialised area of writing.

3.119 With the exception of the jurisdiction identifier, the titles of Commonwealth Acts, Ordinances, Regulations and Bills should be cited exactly and in full.

3.120 **Acts and Ordinances.** These types of legislation have a short title that is written in italics and should be cited exactly in a first reference. In subsequent references use a shorter, descriptive title, presented in regular (not italicised) font and without the date:

First reference	Subsequent references
Defence Housing Authority Act 1987	Defence Housing Authority Act

3.121 Do not italicise the titles of Acts of the parliaments of other countries. If the context does not provide any clues as to the country of origin, write the jurisdiction in parentheses after the title:

Environmental Protection Act 1990 (UK)

3.122 **Regulations and Bills.** The titles of these forms of legislation are not italicised:

Defence (Prohibited Wharves and Buildings) Regulations

Regulation 2 of the Air Navigation (Aircraft Noise) Regulations

Alcohol Toll Reduction Bill 2007

3.123 Do not cite the jurisdiction identifier (Cwlth) when referring to Commonwealth Acts. It is assumed that in Defence documents legislation is that of the Commonwealth unless otherwise stated in the text. If the jurisdiction is not clear from the context, cite the jurisdiction identifier (other than 'Cwlth') in regular (non-italicised) type and in parentheses after the full title of the Act:

Casino Control Amendment Act 1995 (NSW)

Environmentally Hazardous Chemicals Act 1985 (NSW)

Victoria's *Statute Law Revision Act 1937* states that ...
(The jurisdiction is made clear by the sentence.)

The *Statute Law Revision Act 1937* (VIC) states that ...
(The jurisdiction is not otherwise clear).

Note that legislation is usually identified by calendar year, number or both. When both are cited, the number precedes the date:

Sales Tax Act (No. 1) 1930

3.124 As noted, although a full stop is not used after abbreviated forms in Service writing, it is used in legislative writing—for example, no. (number), s. (section), and r. (regulation).

3.125 **Sections and regulations.** The basic unit of division of an Act or Ordinance is the 'section', while that of a statutory rule is the 'regulation'. In any text with many shortened forms or references to legislation, use the abbreviated singular and plural forms of the units of division—'s.' and 'ss.' (section and sections) and 'r.' and 'rr.' (regulation and regulations)—in association with a number or numbers.

3.126 Use abbreviations in notes, if desired:

Naval Defence Act 1910, s. 4	ss. 2–5	Income Tax Regulations, r. 4(5)

Do not, however, use them to begin sentences. Use the full word instead:

Sections 2–5

Regulation 4(5)

3.127 Refer to subordinate components of legislation as in the following examples:

section 7	*or*	s. 7
subsection 7(12)	*or*	s. 7(12)
paragraph 7(12)(c)	*or*	para 7(12)(c)
subparagraph 7(12)(c)(vi)	*or*	para 7(12)(c)(vi).

Electronic mail and telephone numbers

3.128 The following terms can be abbreviated using an initial capital if starting a phrase—for example in a signature block—and all lower case if used within informal text:

email address	Email	*or*	email
telephone number	Tel	*or*	tel
mobile telephone number	Mob	*or*	mob
facsimile number	Fax	*or*	fax

ITALICS

Specific names

3.129 The names of specific ships, aircraft and other vehicles are usually italicised, whereas the names of types of vehicle are not:

Solar Challenge	the *Orient Express*	HMAS *Anzac*
Jeep	Airbus 380	an Anzac class ship

Note that italics are not used for an article that is not part of a vehicle's name, nor are they used for the initialism HMAS.

Titles

3.130 Use italics for the titles of books and journals and other periodicals, plays, poems, musical works, films and videos, television and radio programs, paintings, sculptures and other works of art:

Books and journals

Master and Commander

Australian Defence Force Journal

Plays

Death of a Salesman

Poems and musical works

The Man from Snowy River

Carmen

Film and video, television and radio programs, paintings and sculptures

Twelve O'Clock High	*Pride and Prejudice*
Sea Patrol	*The Afternoon Show*
Blue Poles	*The Thinker*

3.131 Do not use italics for the titles of chapters, articles, essays and lectures. Use single quotation marks instead:

'Document presentation'

'An essay on seaworthiness'

Periodicals

3.132 Use italics for the names of newspapers and similar periodicals:

Daily Telegraph

Air Force News

Do not, however, use italics or capitalise the first letter (unless it begins a sentence) of the definite article if it precedes the name of the newspaper:

There is an interesting article in the *Age*.

The article on Defence recruitment appeared in the *Canberra Times*.

Names of websites, intranet folders and files

3.133 Retain the capitalisation used in the original when referring to the names of websites, intranet folders and files—for example, <http://www.aph.gov.au/Senators_and_Members/Parliamentarian>.

Scientific names of plants and animals

3.134 Use italics for the names of genera, species, subspecies and varieties. Abbreviations used to describe variety ('var') and species ('sp' or plural 'spp') should be set in the same font as the text (that is, not italicised):

Dendrocnide moroides

Agaricus arvensis var *iodoformis*

Canavalia spp

Ornithorhynchus anatinus

3.135 Do not use italics for common or vernacular names of botanical and zoological species:

ironbark veldt grass magpie tarantula red-back

Enemy formations

3.136 In military histories the names of enemy formations are italicised:

On the Kokoda track Australia's Maroubra Force, which included the 39th Infantry Battalion, faced the Japanese *Nankai Shitai* (or *South Seas Force*), including *1 Battalion* of the *144th Regiment*. The *Nankai Shitai* was formed mainly from units of the Japanese *55th Division*.

Italics used in special senses

3.137 Use italics for a word or phrase if it is used in a sense other than its normal one, when it might be misunderstood, or if it does not seem to convey the tone of the context accurately. This is often the case with archaic, misused and new words:

He perceived that the ministry had offended certain sections by appearing too *demiss* or too unenterprising in foreign affairs. (archaism—an old word no longer in the dictionary)

Effluent people are unaware of the plight of the homeless. (misused word)

Download *podcast* files quickly using broadband internet access. (new word—in 2007)

Prefatory, introductory and subsidiary material

3.138 In many types of external publications and specialised reports, prefatory, introductory and subsidiary material appears in italics to distinguish it from the main text. This includes quotations at the beginning of chapters, dedications and short-verse quotations and the word 'continued'.

3.139 **Quotations.** When an introductory quotation is used to set the theme of an essay, a chapter in a publication or any other written material, ensure that it appears immediately below the primary (Defence essays) or chapter (publications) title and before any text. Leave a line space above and below it, italicise it, set it one point smaller than the text font, and do not enclose it in quotation marks. Place the name of the author and/or the publication from which the quotation comes in regular font, right aligned and on the line after the quotation:

> *A prince or general can best demonstrate his genius by managing a campaign exactly to suit his objectives and his resources, doing neither too much nor too little.*
>
> Major General Carl von Clausewitz

Foreign words and phrases

3.140 Use foreign words and phrases only if there is no adequate English equivalent. Some such words and phrases are considered fully anglicised, but others are not and they need to be italicised:

je ne sais quoi *bête noire* *but* kosher kitsch

3.141 Include any diacritical marks—and, in the case of German, an initial capital for nouns—with which the word or phrase is written in the source language:

exposé résumé rosé

Emphasis or stress

3.142 Italics can be used to emphasise individual words such as ‘must’, ‘but’, or ‘not’; as in the following examples:

These instructions *must* be followed

Place a zero in front of the decimal point when numbers are less than one: 0.35 *not* .35

3.143 A mix of bold and capital lettering and varied font sizes can be used—judiciously—to increase the prominence (highlighting) of words and text. Increase the level of emphasis gradually—**bold**, CAPITALS, **BOLD CAPITALS**. The application of this emphasis should be clear and consistent within a document.

3.144 Do not underline words to increase prominence.

3.145 Another way of highlighting words—particularly in electronic documents, for which background highlighting and shading are options—is to use colour. Care is necessary, though: not all readers can perceive colour, and in printed documents unnecessary printing costs or difficulties might arise.

Annex:

AUSTRALIAN DEFENCE FORCE RANKS AND AUSTRALIAN PUBLIC SERVICE CLASSIFICATIONS

Navy ranks		Army ranks		Air Force ranks		Alphanumeric rank levels[a]	APS classifications[b]
In full	Abbreviated	In full	Abbreviated	In full	Abbreviated		
Admiral of the Fleet	FADM *****	Field Marshal	FM *****	Marshal of the Royal Australian Air Force	MRAAF *****	O–11	
Admiral	ADML ****	General	GEN ****	Air Chief Marshal	ACM ****	O–10	SESB 4
Vice Admiral	VADM ***	Lieutenant General	LTGEN ***	Air Marshal	AIRMSHL ***	O–9	SESB 3
Rear Admiral	RADM **	Major General	MAJGEN **	Air Vice-Marshal	AVM **	O–8	SESB 2
Commodore	CDRE *	Brigadier	BRIG *	Air Commodore	AIRCDRE *	O–7	SESB 1
Captain	CAPT	Colonel	COL	Group Captain	GPCAPT	O–6	EL 2
Commander	CMDR	Lieutenant Colonel	LTCOL	Wing Commander	WGCDR	O–5	EL 1
Lieutenant Commander	LCDR	Major	MAJ	Squadron Leader	SQNLDR	O–4	APS 6
Lieutenant	LEUT	Captain	CAPT	Flight Lieutenant	FLTLT	O–3	APS 5
Sub Lieutenant	SBLT	Lieutenant	LT	Flying Officer	FLGOFF	O–2	APS 4
Acting Sub Lieutenant	ASLT	Second Lieutenant	2LT	Pilot Officer	PLTOFF	O–1	APS 4
Midshipman	MIDN	Officer Cadet	OCDT	Officer Cadet	OFFCDT		APS 4
Warrant Officer	WO	Warrant Officer, Class 1	WO1	Warrant Officer	WOFF	E–9	APS 4
Chief Petty Officer	CPO	Warrant Officer, Class 2	WO2	Flight Sergeant	FSGT	E–8	APS 4
Petty Officer	PO	Sergeant	SGT	Sergeant	SGT	E–7	APS 3
Leading Seaman	LS	Corporal	CPL	Corporal	CPL	E–6	APS 2
		Lance Corporal	LCPL			E–5	APS 1
Able Seaman	AB			Leading Aircraftman/ Leading Aircraftwoman	LAC/LACW	E–4	APS 1
Seaman	SMN	Private	PTE	Aircraftman/Aircraftwoman	AC/ACW	E–3	APS 1
Trainee		Trainee		Trainee		E–2	APS 1
Recruit	RCT	Recruit	REC	Aircraftman Recruit/ Aircraftwoman Recruit	ACR/ACWR	E–1	APS 1

a Source of O–series information in this table is PACMAN 1.4.1; E–Series information provided by WO–N, RSM–A and WOFF–AF, Feb 2010.

b In accordance with PACMAN Chapter 1, Part 4, 'Equivalent rank and classifications', this column is a guide for comparing ADF ranks and APS classification levels for clerical duties that do not require the exercise of military command responsibilities. It is not for use as a statement of equivalent ranks and classifications. Neither can it be used to compare competency standards for employment category or work value purposes.

Note that Warrant Officer of the Navy, Regimental Sergeant Major of the Army and Warrant Officer of the Air Force are currently appointments but are under consideration as a rank; and the rank of Staff Sergeant is being phased out and so is omitted from this table.

CHAPTER 4

PUNCTUATION

Punctuation herds words together, keeps others apart. Punctuation directs you how to read, in the way musical notation directs a musician how to play.

Lynne Truss

4.1 Punctuation is the practice of inserting marks, or points, in a passage of writing to make the meaning as clear as possible. Too little punctuation can lead to confusion; too much makes the text difficult to read.

4.2 There are two classes of punctuation:

a. sentence punctuation—terminating marks and marks used within sentences

b. word punctuation—the apostrophe and the hyphen.

TERMINATING MARKS

4.3 Three types of punctuation marks are used to end sentences: the full stop, the question mark and the exclamation mark. After using a terminating mark to end a sentence, use only one space before beginning the next sentence.

Full stop

4.4 The full stop is also known as a stop, full point, point, period or dot. It is mostly used to show the end of a sentence.

4.5 **Ending a sentence.** Use a full stop to mark the end of a sentence that is neither a direct question nor an exclamation:

Human rights are the basis of a civilised society.

4.6 **Other uses of the full stop.** A full stop is also used in the following ways:

a. in currency ($25.55) and as the decimal point in numbers (123.45)

b. when numbering parts of a document (Section 4.6b)

c. in expressions of time (10.30 am)

d. to separate elements of email and web addresses (abc.net.au).

4.7 Do not use a full stop after:

a. titles of books, periodicals, poems, and so on (other than when they come at the end of a sentence)

b. headings other than paragraph headings (as shown in this publication)

c. page headers and footers

d. captions that are not complete sentences—unless followed by a complete sentence that is also part of the caption, when a full stop is used in both cases

e. index entries

f. shortened forms of words (other than in legislative writing—see 3.124)

g. Latin abbreviations (see 3.115)

h. initials of shortened proper names

i. symbols for units of measurement (see Annex 5A)

j. ellipsis, or suspension, points, even if the end of the sentence has been reached (see 4.60–4.62).

Question mark

4.8 The question mark is also known as a query or interrogation mark. It is used primarily to signal a question, but can also be used to express doubt. While normally found at the end of a sentence, it can also be used for sentence fragments.

4.9 **Questions.** Always use a question mark:

a. when asking a direct question:

Did they follow the established procedure?

b. with a question that is not phrased in the interrogative form:

That is the policy?

c. with ‘tag questions’, which are formed by adding an interrogative ‘tag’ to a statement:

The department is obliged to, isn’t it?

d. with a rhetorical question (a question to which no response is expected) or an unspoken question:

What were they thinking of?

He asked himself, ‘How did it come to this?’

4.10 **Doubt.** Use a question mark (in parentheses) after a word, phrase or date that is in doubt:

Wellington’s greatest victory was Salamanca in March (?) 1811, although Waterloo is the one for which he is better known.

4.11 Do not use a question mark after:

a. indirect questions:

Before starting to write, ask yourself who your readers will be.

b. polite requests that seek no verbal response:

Will the audience please rise.

c. isolated interrogative words in a sentence:

We want to know how rather than why.

Exclamation mark

4.12 The exclamation mark is also known as an exclamation point. It is used instead of a full stop at the end of a sentence or sentence fragment for emphasis. Do not use exclamation marks too frequently or the effect will be lost:

“No!” he commanded. “Do it now!”

4.13 Used to express emotions such as surprise, disbelief, dismay, indignation and exasperation, the exclamation mark is found more commonly in informal English than in standard or formal writing. It can also be used to give emphasis to greetings, wishes and orders.

MARKS USED WITHIN SENTENCES

4.14 Punctuation within sentences signifies degrees of connection or indicates varying levels of emphasis or both.

Comma

4.15 A comma marks the smallest break in the continuity of a sentence and is important for improving clarity.

4.16 **Avoiding ambiguity.** Use commas to eliminate ambiguity:

He was not run over, fortunately.

For Paul, John would always be a hero.

A short time after, the firing began.

4.17 **Run-on lists.** Use commas to separate items in a simple series or list within a sentence:

The details required are name, date of birth, address and telephone number.

Use them where needed for clarity between the last two items in a list:

They should seek the support of landholders, philanthropists, government, and community and industry groups.

4.18 **Between adjectives.** When two or more adjectives precede the noun they modify, use of the comma depends on the interrelationships—adjective with adjective and adjective with noun. A test of whether a comma is required is to try linking the adjectives with ‘and’. If this is an easy substitution and the noun is not affected (sometimes the last adjective is more closely related to the noun), the comma should be used:

a comprehensive, logical framework

hard-working, committed, professional local troops

a collector of fine old military medals

an eminent military historian

4.19 **Coordinate clauses.** Coordinate clauses are equal in importance (and can therefore be read as separate statements) and are linked by conjunctions such as ‘and’, ‘but’, ‘yet’ and ‘or’. As a general rule, use a comma to separate these clauses when they are reasonably long and when each has its own subject:

Australia has one of the world’s safest food-supply systems, yet the reported incidence of food-borne illness in this country has increased in recent years.

When the coordinate clauses are short, whether they share the subject or not, commas may be omitted:

The review resulted from a commission of inquiry and options will be examined.

We propose to present papers at international conferences and to have our findings published in journals.

4.20 **Defining and non-defining clauses and phrases.** Use commas to distinguish non-defining clauses and phrases from defining clauses and phrases:

All the people who have now returned strongly deny the allegation. (defining)

All the people, who have now returned, strongly deny the allegation. (non-defining)

In the first example the emphasis is on only those players who have returned, whereas the second example includes all players.

4.21 **Adjectival clauses and phrases.** Separate an introductory adjectival clause or phrase from its subject by a comma:

Late and flustered, he attracted considerable attention as he bustled into the room.

4.22 **Adverbial clauses and phrases.** Separate an introductory adverbial clause or phrase from the main clause by a comma:

If in doubt, use this publication to check your punctuation.

If, however, the introductory phrase or clause is short and there is no possibility of ambiguity, a comma is not necessary:

If in doubt refer to the Writing Manual.

4.23 **Sets of numerals.** Use a comma to separate two sets of numerals where the introductory phrase or clause contains numerals and is immediately followed by other numerals:

By 1980, 333 veterans had registered.

Alternatively, rewrite the sentence to avoid confusion:

By 1980 there were 333 veterans registered.

4.24 **Preventing ambiguity.** Use a comma only if momentary ambiguity might result when clauses introduced by ‘as’, ‘since’ and ‘while’ express time:

While we were walking in the dark exploding ammunition was illuminating the sky.

but

While we were walking in the dark, exploding ammunition was illuminating the sky.

4.25 If clauses introduced by ‘as’, ‘since’ and ‘while’ express cause or condition, follow them with a comma:

Since you have been acting in the position, you might as well submit an application.

4.26 Where an adverbial phrase or non-finite clause comes between the subject and the verb, place commas around it:

Diligent cadets, after studying their standard texts, make use of the library.

To improve the flow of the text, however, it is sometimes better to recast the sentence:

After studying their standard texts, diligent cadets make use of the library.

4.27 **Introductory and transitional expressions.** Use a comma after words and expressions such as ‘however’, ‘furthermore’, ‘for example’, ‘for instance’, ‘on the other hand’ and ‘in contrast’ when they introduce a statement:

For example, sailing can be considered a sport or an adventurous training or recreational activity, depending on the circumstances.

The trainees, on the other hand, knew nothing about it.

4.28 When words and phrases such as ‘therefore’, ‘meanwhile’ and ‘no doubt’ do not introduce a statement, a comma or commas need not be used. Often it is simply a matter of rhythm or emphasis:

No doubt there are two sides to the question.

There are, no doubt, two sides to the question.

4.29 **Parenthetic expressions.** Pairs of commas should be used to enclose parenthetic expressions:

In the meantime, despite the continuing discussions, disaster was becoming inevitable.

4.30 **Apposition.** Words, phrases and clauses are in apposition when they provide explanatory or descriptive information about something already mentioned. They can relate to the subject, the object or another noun phrase in the sentence.

4.31 Use commas to isolate an appositional expression if the meaning is still intact when the expression is omitted:

This will exacerbate, not resolve, the problem.

Dyspepsia, or indigestion, is a frequent problem.

Commas can also be used to isolate an introduced shortened form:

Post-exposure prophylaxis, or PEP, has been effective in many cases.

Note, however, that in most Defence writing the shortened form is enclosed in brackets: post-exposure prophylaxis (PEP).

4.32 Commas are not used with appositional expressions if they are defining—in other words, if they are essential to the meaning of the statement:

The trainees in the course who gained a qualification were satisfied.

The absence of commas shows that only some of the people who gained a qualification were satisfied. If commas were inserted after ‘course’ and ‘qualification’ it would mean that all the people who gained a qualification were satisfied.

4.33 **Expressions that share an element of a statement.** In general, use a pair of commas when expressions share an element of a statement:

The officers at the Army base were concerned about, but could not deal with, the growing koala population.

If the elements are short and there is no possibility of misunderstanding, commas are not necessary:

People were rushing into and out of the building.

4.34 **Omissions.** Use commas to show that a word or phrase common to more than one part of a statement has been omitted, particularly where amounts are expressed in words or numerals:

In 2000 there were seven cases; in 1999, five; and in 1998, four.

4.35 **Titles, honours and awards.** Use commas to separate names from postnominal titles, honours and awards or affiliations, as well as between them:

Lieutenant Marika Weinberg, OAM, RAN, presented the prizes.

The letter was addressed to SK Carey, BDS (Hons).

Do not use commas when the title is performing the function of an adjective:

Prime Minister John Curtin proved an able war leader.

4.36 The following rules apply to the use of commas:

a. Do not use a comma between a subject and its verb. This error is especially common when the subject is long:

Military personnel whose personal equipment requires battery types not normally in stock will have to buy their batteries from commercial outlets.

not

Military personnel whose personal equipment requires battery types not normally in stock, will have to buy batteries from commercial outlets.

b. Do not use a single comma when there should be a pair:

The conference was held in Strahan, Tasmania, during March.

not

The conference was held in Strahan, Tasmania during March.

c. Do not misplace commas around parenthetic expressions. The sentence must still make sense if the parenthetic element is removed:

We arrived at the Army museum mid-morning and, because it had not yet opened, spent the next hour in a nearby park.

not

We arrived at the Army museum mid-morning, and because it had not yet opened, spent the next hour in a nearby park.

Colon

4.37 A colon marks off a main portion of a sentence and, suggests a pause with a degree of separation shorter than that signified by a full stop. Used to signify relationship as in a ratio—for example, a 1:50 000 map—and sequence; a colon can introduce explanatory information or indented lists, examples and block quotations. A colon can also be used to link a title with its subtitle and to introduce formal statements, transcripts and dialogue.

4.38 **Amplifying, summarising and contrasting.** Use a colon to introduce a word, phrase or clause that amplifies, summarises or contrasts with what precedes it:

We were worried: the official party had not arrived and the parade was about to start.

There is only one word for it: dishonest.

There were four computers: that was not enough for all of us.

4.39 **Series of items.** Use a colon when explanatory matter is in the form of a series of items that are in apposition to the introductory clause or are preceded by ‘the following’ or ‘as follows’:

Three portfolios were represented: finance, health and defence.

His energy was legendary: so too were his attention to detail, unwillingness to delegate, ability to do without sleep or food, disregard for personal discomfort and contempt for danger.

Do not use hyphens with the following: codename, codeword, slapdash, notebook, checklist and fact sheet.

4.40 Do not use a colon when the series of items flows as part of the sentence. A series of this kind is often introduced by expressions such as ‘including’, ‘such as’ and ‘namely’:

> All the troops are at risk, including those that protect the headquarters and those at the perimeter.
>
> Three subjects might be covered, such as command and control, rules of engagement and leadership.

4.41 When the items in the series form the object of the introductory statement, do not use a colon to introduce them:

> The policies under review are those associated with finance, capability and personnel.

4.42 Use a colon after the commonly used list headings: ‘For information’, ‘References’, ‘Enclosures’, ‘Annexes’, ‘Appendixes’, ‘Authorities consulted’, ‘Head flags’, ‘Side flags’, ‘Attendees’, and ‘Apologies’. (Note that ‘Distribution’, ‘Bibliography’ and ‘Further reading’ are considered group headings.)

4.43 **Questions.** Use a colon to introduce a direct question that amplifies or modifies the introductory word or phrase:

> The question is this: who will take responsibility?

If two or more complete questions follow, however, use a capital letter after the colon:

> We ask you: Can you see the target? Can you see the area clearly?

In contrast, use lower-case letters when the questions are sentence fragments:

> What is the basic requirement: fluency in Mandarin? a thorough knowledge of the legislative environment? negotiating skills?

4.44 **Formal statements, speeches, transcripts and dialogue.** Use a colon as a stronger alternative to a comma when introducing formal statements and speeches:

> The Air Commodore began: ‘Distinguished guests, ladies and gentlemen ...’

If the introduction is less formal, use a comma:

> The Prime Minister rose and announced, ‘Cabinet will make its decision tomorrow’.

4.45 Use a colon after speakers’ names in a transcript:

> Prime Minister: Thank you, Madam Speaker ...

4.46 **Subtitles and subheadings.** Use a colon to introduce the subtitle of a book, an article in a periodical, and so on:

> *The Dynamic Society: exploring the sources of military change* (a book)
>
> ‘Armoury theft: man in court’ (a journal article)

Also use one when writing a follow-on subheading:

> ‘Defence and property: the case put by Sarah Wills’ (an unpublished paper)

In these contexts, do not use a capital letter following the colon.

Semicolon

4.47 The break provided by a semicolon is stronger than that provided by a comma but weaker than that created by a full stop. The semicolon can therefore be used to link two clauses that could be treated as separate sentences but that have a closer logical link than such separation would imply.

4.48 **Linked clauses.** Use the semicolon between two parts of a sentence that are closely linked in meaning, provided there is at least a full clause on either side of the semicolon:

> We expect ministerial approval next week; the work can then start immediately.

Although these statements could be joined by ‘and’ or be made into two short sentences, neither option would produce the same emphasis or rhythm.

4.49 Always use a semicolon when the second clause is introduced by a connective expression such as ‘however’, ‘nevertheless’, ‘alternatively’, ‘that is’ or ‘therefore’ to emphasise the connection between two statements:

> It should be noted that it is primarily for the non-operational environment; however, the principles equally apply to operations.
>
> *not*
>
> It should be noted that it is primarily for the non-operational environment, however the principles equally apply to operations.

4.50 Internally punctuated run-on lists. If one or more items in a series or list within a sentence contains internal commas, use a semicolon to separate the items:

> The report draws on a number of sources, including current thinking in public health; risk analysis, which has reached great sophistication in analysing investment behaviours; and the results of econometric studies.
>
> The soldiers came from Benalla, Victoria; Cowra, New South Wales; and Snug, Tasmania.
>
> The results were surprising: adult males, 35 per cent; adult females, 52 per cent; and children, 13 per cent.

Breaking expressions at the end of a line

4.51 The following rules apply to breaking expressions—that is, expressions that are split by having their beginning at the end of one line and their end at the start of the next:

a. Do not break a figure or separate it from its associated word or shortened form when it forms part of a quantity, weight, distance, and so on:

25 000 000	10 km	13 kg	12 V

b. Do not break shortened forms of words.

c. Do not split a person’s name and title or letters representing an order, decoration or professional qualifications.

d. A date may be broken after the month but never before it.

Dashes

4.52 Four types of dashes are used in Defence writing and they are a function within most word processing and publishing software:

a. *the en rule (–)*

b. *the spaced en rule (–)*

c. *the em rule (—)*

d. *the 2-em rule (——)*

4.53 **The en rule.** This functions as a linking device:

a. to indicate ‘to’ in spans of figures and expressions of time and distance:

pages 31–5 (pages 31 to 35)	75–79 Northbourne Avenue
April–June	Sydney–Melbourne trains

b. to show an association between words that retain their separate identities:

an Australian Government–state agreement	the Asia–Pacific region
cost–benefit ratio	recruit–instructor relations

Use the en rule to link only things that are parallel in structure—for example, numbers with numbers, nouns with nouns and adjectives with adjectives:

Australia–Japan defence ties	*not*	Australia–Japanese defence ties
hand–eye coordination	*not*	hand–visual coordination

c. to show a more extended link when a prefix such as non-, pre-, post- or anti- is attached to more than one word. (When such prefixes are attached to a single word, a hyphen is often used.) The following examples illustrate the difference:

post–Vietnam War years	*and*	post–war years
an anti–harm minimisation stance	*and*	an anti–intellectual proposition

d. to join some types of compound adjectives. Use the same rule as that described for prefixes. Compare the following:

a hepatitis C–positive person	*but*	an HIV–positive person

e. as a minus symbol in mathematical settings. The en rule is unspaced when used with a specific number:

–42	*not*	– 42

Do not use an en rule as a substitute for ‘and’ when using the word ‘between’:

the period between 1975 and 1999	*not*	the period between 1975–1999

Avoid using an en rule with the word ‘from’:

from 1975 to 1999	*not*	from 1975–1999

4.54 **The spaced en rule.** This is used in two ways:

a. as a minus sign when an operative sign—that is, as the mathematical ‘verb’ minus:

10 – 5 (ten minus five)	*not*	10–5

b. as a linking device to show an association when there is more than one word to be linked on one or both sides of the sign. Compare the following examples of the en rule and the spaced en rule:

en rule	**spaced en rule**
cost–benefit	Australia – United States defence
Australian Government–state	Australian Government – New South Wales
hand–eye coordination	the Alice Springs – Darwin railway

4.55 **The em rule.** This rule is used in several ways:

a. to signify an abrupt change in the direction of a sentence:

> Athletic activities are the main cause of morbidity and subsequent loss of combat capability—but this is not what we came here to discuss.

b. to introduce an amplification or explanation, where the em rule lends greater emphasis to the information that follows than would a colon or semicolon:

> This is because soldiering is an inherently active and physical profession—for example, lifting and bending, physical training, sport, running and marching.

c. to set apart parenthetic elements by using a pair of em rules:

> National policies can change the decision-making environment—reform of water licensing is an example—or provide guidance on suitable areas for firing ranges.

4.56 To avoid confusion, do not use more than one pair of em rules in a sentence. Use instead a combination of em rules and brackets:

> The current decade (2001–10) is likely to be characterised by relatively low rates of increase—predicted at 1.5 to 2.2 per cent annually—but the annual rate is likely to rise well above 4.5 per cent in the following decade (2011–20).

> They insisted on knowing everything—everything in the manual about food and food handling in a ship environment (storage, personal hygiene, cleaning, maintenance, pest control)—and then ignored the manual completely.

4.57 **The 2-em rule.** This rule has two main functions:

a. to avoid repetition in bibliographies when more than one work by an author or authoring body is listed:

> Australian Bureau of Statistics 1999a, *Australian Demographic Statistics, December Quarter 1998*, cat no 3101.0, ABS, Canberra.
>
> ——1999b, *Australian Social Trends*, cat no 4102.0, ABS, Canberra.
>
> ——1999c, *Schools*, 1998, cat no 34221.0, ABS, Canberra.

b. to mark a sudden break in dialogue or reported speech or to show where letters or words have been omitted:

> I distinctly heard him say, ‘Go away or I’ll ——’

In this instance a space is used to separate the 2-em rule from the preceding word because there is a complete word (or words) missing. Do not leave a space if only part of a word is missing:

> It was alleged that D—— had been threatened with blackmail.

Other in-sentence punctuation marks

4.58 **Forward slash.** This mark is also known as the solidus, virgule or oblique and is used in a variety of ways:

a. to show alternatives—yes/no; male/female; and/or

b. in some shortened forms—c/-

c. in mathematical expressions—(x + y)/(a + b)

d. as a substitute for ‘per’, ‘an’ or ‘a’ when units of measurement are abbreviated—60 km/h

e. in web addresses—http://www.abc.net.au/foreign

f. in signal and message formats to separate components—GENTEXT/UNIT REMARKS/A:BARCAP FOR PACKAGE AAF//.

4.59 Do not use a forward slash:

a. with units of measure that are spelt out:

60 kilometres per hour *not* 60 kilometres/hour

b. to mean 'to':

the 2010–11 financial year *not* the 2010/11 financial year

c. to show an association between words that retain their separate identities:

a Sydney–Brisbane flight *not* a Sydney/Brisbane flight.

4.60 **Ellipsis points.** Also known as suspension points, these are used primarily to show the omission of a word or words from quoted material. They are preceded and followed by a space:

The new system 'will simplify current control arrangements and ... will contain measures to offset additional duties'.

4.61 If a paragraph or more is omitted from a block quotation, use the ellipsis points on a line of their own:

The new direction was emphasised:

> The reform will also restructure Australian Government–state government financial arrangements, since taxes collected under the new system will be treated as state and territory revenue.
>
> ...
>
> Exemptions will be granted to health, community and charitable services.

Take care, however, not to change the meaning of the material being quoted.

4.62 Do not use punctuation marks other than quotation marks, question marks and exclamation marks to precede the first point of ellipsis or follow the last point, and do not add a full stop after using ellipsis points at the end of a sentence:

The new system will simplify current control arrangements ... It will be introduced in 2011.

4.63 **Brackets.** Use these to enclose material that is not essential to the meaning of a sentence; that is, the sentence reads as a grammatical entity if the brackets and the text they enclose are removed. Two types of brackets are commonly used in non-technical writing:

a. round brackets, or parentheses—( )

b. square brackets—[ ].

4.64 Other types, such as angle brackets (< >), braces or curly brackets ({ }) and slant or diagonal brackets (\ /), are used in special and technical contexts—for example, in relation to software and in mathematics and linguistics.

4.65 **Round brackets.** Also known as parentheses, round brackets are used to provide additional information such as definitions, acronyms, initialisms, cross-references, in-text citations, comments, clarifications, additional information, plurals, alternative spellings and asides. Commas and em rules can be used in the same way, although in comparison round brackets tend to distance the information inside them from the surrounding text. The following are examples of the use of round brackets:

> The Australian Crime Commission (ACC) has been asked to investigate the matter.
>
> The Australian Electoral Commission (which has its national office in the Canberra suburb of Parkes) will be able to advise you.
>
> distil(l), enrol(l), instal(l) [note there is no space between the word and the brackets]
>
> Ensure the rod(s) is (are) aligned with ...
>
> The percentage of women in Defence (40.4 per cent) is considerably lower than the Australian Public Service average of 57.7 per cent (SOSR 2009–2010).
>
> The survey results showed an increase in employment in the sector (Lindsay 1999).

4.66 The following rules apply to the punctuation associated with round brackets:

a. The punctuation within round brackets is determined by the grammatical demands of the enclosed expression:

> His theme (‘Is airfield protection necessary?’) bored the audience, which consisted mostly of children.

b. Use a comma following the closing bracket only if the comma would have been used had there been no bracket:

> Loud applause greeted the performers (all members of the Navy Band), who happily took several curtain calls.

c. When a sentence is set entirely within brackets, place the concluding punctuation mark inside the bracket:

> Ulysses S Grant has been described as an ‘unheroic leader’. (Appendix J provides a brief biography.)

d. Avoid using brackets inside brackets; instead, use a different sentence construction, commas, or a combination of em rules and brackets:

> Professor Whimbrel—on his field trips to Defence properties where flora and fauna species are listed as threatened—found 32 new threatened species and seven ecological communities.

4.67 **Square brackets.** Use these to signify editorial interpolations or insertions made in quoted material by someone other than the author. Such amendments are designed to clarify, to add further information or to point to errors in the original text:

> He writes in his biography, ‘Although I grew up in Sydney I was born in Wellington [New Zealand], where my father worked in the Department of Defence’.
>
> The High Court [in Canberra] is the highest court in the land.
>
> The newspaper stated the Australian Defence College ‘is well known for it’s [sic] high academic standards’.
>
> ... *acknowledged* the defects [emphasis added].

In the first two examples, if round brackets had been used, the implication would have been that the words inside them formed part of the quotation.

4.68 Use square brackets to ensure clarity in unquoted material:

DSTO's Dr Jason Ngu and Dr Raoul Nugara had been working on the project for over three years. Nugara worked mostly in the laboratory, although Ngu claimed that he [Ngu] was responsible for the ground-breaking work.

4.69 **Quotation marks.** The main uses of quotation marks—also called quote marks, quotes, speech marks or inverted commas—are to denote direct speech and the quoted work of other writers.

4.70 Use single quotation marks, in keeping with the trend towards minimal punctuation. Double quotation marks are then used for quotes within quotes.

4.71 Use single quotation marks to enclose direct speech:

'Yes, that is the situation', she replied.

The Secretary observed, 'Not all that we say can have prior approval'.

4.72 Use single quotation marks to enclose direct quotations, whether they are sentence fragments, a sentence, or more than one sentence:

The committee expressed 'grave concern' at the 'discriminatory conduct in relation to work health and safety matters'.

'It is complex', he wrote, 'because it combines aesthetic judgments with science and craftsmanship in a kaleidoscope of variables'.

The glossary defines 'directive' as follows: 'Any communication which initiates or governs action, conduct or procedure'.

4.73 Take great care to quote the work of another writer exactly, including the punctuation.

4.74 Quotations that are more than about 30 words long are usually indented and set in smaller type. Quotation marks are not needed because the quoted material is set apart from the text.

4.75 Use quotation marks when referring to the title of an unpublished document, a chapter in a published work, an article in a periodical, an essay, a lecture, a short poem or a song:

The chapter entitled 'Management, conflict and challenges' discusses the history of national leadership as well as contemporary trends in management.

He delivered his lecture, 'The contribution of the bayonet in modern warfare', clearly and persuasively.

Have you read Laurence Binyon's poem 'For the fallen'?

Quotation marks are also used:

a. for a technical term on its first mention in a non-technical document:

This 'time-division multiplexing' technique will provide significant benefits.

b. for a word or phrase that has been coined or that is being used in a specific sense:

Many of these 'hackers' seem particularly clever.

c. for ironic emphasis:

The 'reform' was never approved or implemented.

d. for colloquial words, nicknames, slang or humorous words or phrases in formal writing:

The committee's report was considered a 'blockbuster'.

Do not, however, use quotation marks following the expression ‘so-called’:

The so-called reform was never approved or implemented.

4.76 Quotation marks are usually not necessary when the word or expression in the first two examples is used for a second or subsequent time, unless there is a large gap between uses.

4.77 Use double quotation marks inside single ones:

He praised surrealism for its ‘demonstration of freedom’ and said that it marked ‘an “era” in the history of the human mind’.

WORD PUNCTUATION

Apostrophe

4.78 In punctuating words, apostrophes have two purposes:

a. to indicate possession, or the possessive case—the pilot’s shoes. Note that the pronouns ‘hers’, ‘its’, ‘theirs’ and ‘yours’ are already possessive and do not require apostrophes

b. to indicate the omission of letters in contractions—for example, cannot *and* can’t, I will *and* I’ll, we are *and* we’re. The use of such contractions should be confined to informal writing.

With the exception of when the possessive case is required, apostrophes should not be used in plural forms:

1980s	*not*	1980’s
APCs	*not*	APC’s

4.79 **Possessive use.** To form the possessive case of collective nouns that end in a letter other than ‘s’, place the apostrophe before the ‘s’; in the case of plural nouns and collective nouns that do end in ‘s’, the apostrophe is placed after the ‘s’:

the platoon’s choice	the government’s policies
the soldiers’ courage	the press’ reaction

4.80 To form the possessive of singular nouns that end in ‘s’, add an apostrophe and an ‘s’ in the same way as for singular nouns ending in other letters—for example, Yeats’s poems. The only exceptions are ancient and biblical names for which the ‘s’ after the apostrophe is used—Achilles’ heel, Jesus’ parables.

4.81 To form the possessive of a multi-word position or office, organisational name or title add the apostrophe to the last word:

the Assistant Secretary’s vehicle

the Land Warfare Development Centre’s equipment

In references to joint ownership only the last name takes the apostrophe:

CPO Brown and LS White’s kitbag

In contrast, if the ownership is not joint each name takes an apostrophe:

CPO Brown’s and LS White’s kitbags

4.82 **Adjectival use.** When the sense of a noun is adjectival rather than possessive, the apostrophe is not used:

Officers Mess visitors book

Care is needed. Compare 'The General signed his name in the visitors book' with 'The visitor's book was stolen from the spare room'. The second sentence refers to a book belonging to a visitor.

Hyphen

4.83 Hyphens are used to connect the parts of a complex word (a word made up of a base, or root, word and one or more derivational elements) or the parts of a word divided for any purpose. This is especially common with prefixes. The most common word-forming prefixes are:

anti-	de-	extra-	intra-	post-	semi-
bi-	dis-	hyper-	mis-	pre-	sub-
co-	en-	in-	non-	pro-	super-
counter-	ex-	inter-	Neo-	re-	un-

Note that in general Defence usage a number of words that were formerly spelt with a hyphen are now written as one word—for example, words with 'counter' as a prefix:

counterinsurgency	counterintelligence	countermarker	countermeasure
countermine	counteroffensive	countersign	counterterrorism

4.84 A hyphen is used in the following cases:

a. **Doubling of a vowel.** A hyphen is usually inserted in a complex word when the prefix ends in a vowel and the root word begins with a vowel:

hypo-allergenic	re-establish	anti-oxidant
anti-inflammatory	semi-industrial	

To avoid misunderstanding, always insert a hyphen between a prefix and a single-syllable word that begins with a vowel:

re-arm *not* rearm de-ice *not* deice

When a complex word is particularly common, the hyphen is not used and the word is 'set solid'—for example, cooperate, coordinate and socioeconomic.

b. **Prefix plus date.** Use a hyphen when the element following a prefix is a date:

pre-1789 post-2008

c. **Prefix plus initial capital.** Use a hyphen before the second element of a complex word when that element starts with a capital letter:

pro-Sandinista un-Australian anti-Semitic pre-Aristotelian

d. **'Ex' meaning 'former'.** Always insert a hyphen after the prefix 'ex' when it means 'former':

ex-soldier ex-chaplain ex-Serviceman

e. **Distinguishing meanings.** Insert a hyphen to distinguish the separate meanings of root words with the same prefix:

re-act (to act or to perform again)	*but*	react (act in response to stimulus)
re-collect (collect again)	*but*	recollect (remember)
re-cede (cede back)	*but*	recede (move or go back)
re-claim (demand the return)	*but*	reclaim (bring back or recover)

Note that the accented syllable changes in some of these word pairs.

f. **With numbers.** Insert a hyphen between the number and the suffix when a suffix is used with a number that is not spelt out:

30-ish 77-fold 20-odd

4.85 **Compound words.** A compound word consists of two or more separate words and has a meaning different from that of the separate components. It can be described by either the class of the compound word (verb, noun, and so on) or the classes of the various components.

4.86 Verb compounds can consist of adjective plus noun, adverb plus verb or noun plus verb. Compounds in all three categories are, with a few exceptions, unhyphenated:

to hotspot to oversee to superimpose *but* to shrink-wrap

Refer to the *Macquarie Dictionary* to confirm the use of hyphens with verb compounds.

4.87 Most adverb compounds are not hyphenated:

downstream upriver bareback

4.88 Adjective compounds can consist of adjective plus adjective, noun plus adjective, or adverb plus adjective. Those in the first and second categories usually take hyphens, while those in the third category are usually not hyphenated:

blue–green English–speaking unnecessarily complex *but* overconfident

Use hyphens in words belonging to the first and second categories when the words are used attributively—that is, preceding the nouns they modify:

the English-speaking person

Hyphens are not used when the words are used predicatively—that is, following the noun they modify:

The person is English speaking.

4.89 Use hyphens in adjective compounds consisting of a noun preceded by a cardinal or ordinal number (whether expressed as a word or a figure) and adjective compounds containing a fraction:

three-star appointment a 21-gun salute one-star officer one-fifth share

4.90 Some adjective compounds consist of short phrases:

back-to-back up-to-date surface-to-air day-to-day

Always hyphenate these phrases when they appear before the noun (attributive) to avoid ambiguity but do not hyphenate them when they appear after the noun (predicative):

This is an up-to-date publication. This publication is up to date.

4.91 Insert a hyphen when the compound adjective is qualified:

second Western-fleet response	complex human-rights considerations

4.92 Insert hyphens in adjective compounds that have a present or past participle as the second component, whether the compounds are used attributively or predicatively:

colour-coded patches	The military patches are colour-coded.

Be aware, though, that commonly used compounds in this category are often treated as one word:

airborne shipbuilding hardwired

4.93 Do not use a hyphen when an adjective compound consists of a past participle preceded by an adverb ending in 'ly':

a highly decorated officer	The officer is highly decorated.

4.94 When a compound consists of a present or past participle preceded by an adverb not ending in 'ly', the compound is generally hyphenated when used attributively but unhyphenated when used predicatively:

a well-known person	The person is well known.

If such a compound is modified—by 'extremely' or 'very'—do not use a hyphen:

a very well known person

A hyphen would, however, be used in a phrase such as 'an elderly well-educated person' because the word 'elderly' is an additional descriptor, not a modifier.

4.95 Do not use a hyphen when a compound consists of a present or past participle preceded by the comparative or superlative of an adjective or adverb:

better organised programs	These programs are better organised.
the most used software applications	Microsoft Word is the most used software.
less developed nations	Some African countries are less developed.

4.96 For clarity, sometimes a hyphen is necessary even when an adverb or adjective is in the comparative or superlative:

The Air Force needs more-competent airmen and airwomen.

That is, the Air Force needs airmen and airwomen who are more competent, not more airmen and airwomen who are competent.

4.97 Do not hyphenate compound adjectives containing italics, initial capitals, numbers or quotation marks:

an *in situ* inspection	Training Command policy
Service Pack 3 download	a 'live and let live' mentality

Similarly, do not hyphenate an institutionalised phrase formed when compound adjectives consist of two nouns or an adjective followed by a noun:

Western fleet response	human rights considerations

4.98 Adjective-plus-noun compounds are generally written as two words without a hyphen (hot air, last post and cold store) but there are many exceptions:

blueprint smoke-free workbench website

flat-footed hard-hat hotbed

4.99 Adverb-plus-verb or verb-plus-adverb compounds are usually not hyphenated, particularly if each element has one syllable or is a common short word:

buyout countdown overpass overrule comeback

A hyphen is used if, in the absence of one, an unusual spelling could arise:

mark-up call-up cover-up

4.100 Few verb-plus-noun or noun-plus-verb compounds take hyphens. If the verb has no suffix (such as 'ing', 'ed' or 'er') such combinations are usually joined without a hyphen:

pushrod makeover rattlesnake *but* screw-top mass-produce

If the verb is inflected, however, hyphenation of the compound depends largely on whether the verb form comes first or second. If it comes first the compound is generally spelt as two words without a hyphen:

flying orders training authority revolving magazine

filing clerk shredded paper fitted system

If the inflected verb form is the second component and its root is one syllable, the compound is one word:

stocktaking toolmaking groundbreaking

4.101 If either element of the compound contains more than one syllable, the compound will usually have a hyphen:

problem-solving cross-country timber-framing

job-sharing fire-extinguisher

4.102 Hyphenation of noun-plus-noun compounds is particularly variable. Consult the *Macquarie*.

4.103 With the exception of 'Air Vice-Marshal', do not hyphenate military ranks:

Lieutenant Commander Major General Group Captain

Do, however, hyphenate the title of the appointment 'director-general'.

4.104 Use hyphens regularly in at least three types of compounds—those containing prepositions, those in which each element has equal status, and rhyming compounds:

commander-in-chief city-state owner-occupier author-critic

face-to-face walkie-talkie fighter-bomber soldier-statesman

Do not, however, use them with the following:

codename codeword slapdash fire hydrant

notebook backtrack checklist fact sheet

4.105 **Hanging hyphens.** Also called ‘floating’, or ‘suspensive’ hyphens, hanging hyphens are sometimes used to connect two words to a base word or number they share:

pre- or post-1945

race- and ethnicity-neutral language

full- and part-time positions

Omission of the second part of a solid compound follows the same pattern:

over- and underestimated costs

In this instance, however, it would be preferable to write ‘overestimated and underestimated’.

4.106 As noted in 3.5, a number of words that are in general Defence usage and were formerly spelt with a hyphen are now written as one word:

airmobile	counterattack
counterintelligence	counterinsurgency

If in doubt, consult the *Australian Defence Glossary*.

TYPOGRAPHY OF PUNCTUATION

Consistency of font

4.107 Use the same font (roman, italic or bold) for punctuation marks as for the preceding word or expression if they belong to that word or expression. If they relate to the surrounding text as a whole—which is more often the case—they should be in the style of the surrounding text.

Spacing after punctuation

4.108 Always use one space, rather than two, after a colon, semicolon, comma or bracket and after a full stop or other sentence-closing punctuation mark. The more sophisticated variable spacing offered by word processing and publishing software means that two spaces can create distracting gaps on a page.

PUNCTUATING LISTS

4.109 In Defence writing, lists are used to provide examples, offer alternatives or simply record a series of names, items, and so on. There are three types of list:

a. lists that run on within a sentence without additional formatting

b. lists that are distinguished from the text by indenting—referred to here as ‘vertical’ lists

c. stand-alone lists.

RUN-ON LISTS

4.110 Run-on lists are part of the normal structure of a sentence. The items in the list are usually separated by commas:

The ship deployed to Brisbane, Townsville, Cairns and Darwin.

The ship visited four ports: Brisbane, Townsville, Cairns and Darwin.

In these examples there is no comma before the word ‘and’. A comma is necessary when it provides clarity:

> The document should be forwarded to glaciologists, meteorologists, scientists working at the Scott Polar Research Unit, and other academics and community members with an interest in the subject.

4.111 The use of semicolons is necessary when some of the items in the list contain commas:

> The meeting was the initiative of Colonel Segal; the Defence College principal, Janelle Everingham; and Dr Hasnain, acting in his role as president of the tribunal.
>
> The soldiers came from Benalla, Victoria; Cowra, New South Wales; and Snug, Tasmania.
>
> The resultant communiqué warned of problems with the estimation of rates of warming; rivalry between the numerous groups involved, which are studying the phenomenon all over the world; and obtaining the community’s support for the project.

4.112 Bracketed letters or numbers can be used to identify items in a run-on list within a sentence for subsequent discussion:

> The resultant communique warned of (a) problems with the estimation of rates of warming; (b) rivalry between the numerous groups involved, which are studying the phenomenon all over the world; and (c) obtaining the community’s support for the project.

In such instances, however, it may be preferable to use a vertical list.

VERTICAL LISTS

4.113 Lists that use a different visual format or layout from that of normal text—‘vertical’ lists—can be useful for presenting information clearly, but should be used selectively and reserved for points that warrant the emphasis.

4.114 Vertical lists are introduced by a lead-in from the preceding text and are indented for greater contrast and clarity. Indenting and other signals—such as numbers, letters or bullets—mean that much of the punctuation that was previously used is no longer necessary.

4.115 Vertical spacing in a list provides additional clarity.

Parallel structure

4.116 Items in vertical lists should have parallel structure. This means that each item should be either one or more sentence fragments or one or more full sentences.

4.117 All items should follow logically from the lead-in and be grammatically parallel:

> Support is available in several forms:
>
> a. monetary assistance
> b. equipment or environmental modifications
> c. advisory services.
>
> *instead of*
>
> Support is available in several forms:
>
> a. monetary assistance
> b. equipment or environmental modifications
> c. advisory services can be provided on request.

In the second example (c) is a full sentence while (a) and (b) are sentence fragments.

4.118 There are two types of vertical list: a simple list and a ‘sentence-style’ list (one consisting of full sentences).

4.119 Use of semicolons and the word ‘and’ before the last item in a vertical list is not necessary; the format shows the reader they are about to come to the end of the list.

4.120 Most vertical lists, other than stand-alone lists, are introduced by a colon. Three common exceptions are distribution lists, further reading lists, and bibliographies, which have group headings.

SIMPLE LISTS

4.121 Items in a simple list are usually fairly short and are grammatically dependent on the statement that introduces them. They therefore begin with a lower-case letter (with the exception of proper nouns), and they require no terminating punctuation (with the exception of a full stop after the final item):

Among other things, plain English emphasises:

a. appropriate choice of words
b. use of the active voice rather than the passive
c. varied sentence length—that is, a mix of long and short sentences
d. concise, courteous language.

There are four Navy establishments in the Sydney area:

a. HMAS *Kuttabul*
b. HMAS *Watson*
c. HMAS *Penguin*
d. HMAS *Waterhen.*

4.122 If you need to show that list items are being presented as alternatives, this can be done by carefully wording the introductory text or by adding an ‘or’ before the last item in the list:

Applications must be accompanied by one of the following:

a. valid passport
b. proof of residential address and a current driver licence
c. your most recent tax return.

Applications must be accompanied by:

a. a valid passport
b. proof of residential address and a current driver licence, or
c. your most recent tax return.

Lists consisting of full sentences

4.123 Sometimes each item in a list consists of a sentence or several sentences; that is, the items are not grammatically dependent on the statement introducing the list. In this case start each item with a capital letter and end it with a full stop:

To save an image file, take these simple steps:

a. Select ‘Export image’ from the ‘File’ menu. The ‘Export image’ dialog box appears.
b. Select the location where the file is to be saved.
c. Type a name for the file in the ‘File name’ edit box.
d. Select a suitable file format from the ‘Save files as type’ drop-down list. (See the installation and release notes for a list of supported image and file formats.)
e. Select suitable save and image options.
f. Press ‘OK’ to save the file.

4.124 Regardless of the type of list chosen, three basic principles apply:

a. Each series should be presented in parallel, and each item in the series should flow logically from the introductory statement.

b. Capitalisation and punctuation should be consistent for each type of list.

c. There should always be more than one item in the series; otherwise there is no list.

Levels of indention

4.125 Lists can be created using two—or even three—levels of indention, although this should be done with care so that clarity is not impaired:

The Defence Library Network offers:

a. long opening hours
   (1) Monday to Thursday, 0700–1900
   (2) Friday, 0700–1500
b. reference services
c. a large range of books on a variety of subjects—including general science (biology, physics and chemistry) and military science (biological warfare and the chemistry of stealth products)
d. technical publications
e. trade test inquiries
f. access to every book in the Defence Library Network.

Australia's geographical features can be summarised thus:

a. physical characteristics
   (1) a large land mass surrounded by oceans
   (2) extensive coral reefs and offshore islands
   (3) great distance from Northern Hemisphere pollution sources

b. economic features
   (1) a major trading nation dependent on exports
   (2) agricultural production very sensitive to climatic variation

c. ecosystems
   (1) many unique species of animals and plants
   (2) problems with introduced animals and plants
   (3) limited and highly variable water resources
   (4) relatively infertile country with light soil cover.

4.126 Avoid using more than two levels of indention; a risk of readers losing their way arises. It is also easy for readers to lose their way if this format is used too often or too elaborately.

Using bullets

4.127 Bullets, or dot points, can be used in place of the letters 'a', 'b', 'c', and so on (or numbers) when subsequent reference to individual items in the list is not necessary. A simple list then takes the following appearance:

There are four Navy establishments in the Sydney area:
- HMAS *Kuttabul*
- HMAS *Watson*
- HMAS *Penguin*
- HMAS *Waterhen*.

Regional approaches to developing skills should include the following elements:
- industry involvement in delivering services
- continuing communication between support people, trainers and land managers
- increasing community understanding of structural change and rural adjustment.

4.128 When the list is more complex and a second or third level of indention is used, bullets, en rules and asterisks may be used:

The Defence Library Network offers the following:
- long opening hours
  - Monday to Thursday, 0700–1900
  - Friday, 0700–1500
- reference services
- a large range of books on a variety of subjects—including general science (biology, physics and chemistry) and military science (biological warfare and the chemistry of stealth products)
- technical publications
- trade test inquiries
- access to every book in the Defence Library Network.

Australia's geographical features can be summarised thus:
- physical characteristics
  - a large land mass surrounded by oceans
    - that is, the Pacific, Indian and Southern oceans
  - extensive coral reefs and offshore islands
  - great distance from Northern Hemisphere pollution sources
- economic features
  - a major trading nation dependent on exports
  - agricultural production very sensitive to climatic variation
- ecosystems
  - many unique species of animals and plants
  - problems with introduced animals and plants
  - limited and highly variable water resources
  - relatively infertile country with light soil cover.

4.129 Again, this format should not be used too often or too elaborately.

STAND-ALONE LISTS

4.130 Stand-alone lists are commonly used in display material, brochures and technical documentation. They are not integrated with the surrounding text, so their treatment differs from that described for vertical lists.

4.131 There is usually a heading but no following lead-in text; capital letters are used to begin each item; there are no numbers or bullets to identify each item; and there is no punctuation:

Meeting room furniture
Chairs (8)
Table (large)
Lectern
Overhead projector
Electronic whiteboard

CHAPTER 5

NUMBERS, THE CALENDAR, TIME, LOCATIONS AND SYMBOLS

5.1 This chapter describes how to express the following:

a. numerals in text

b. days, months, years and dates of calendar events

c. periods of time

d. geographic references

e. symbols used in finance, engineering and science.

5.2 For consistency, many of the principles supported in this chapter are based on Defence practice and on references from NATO and the International Organization for Standardization. They might differ therefore from the recommendations in the *Style Manual* and the conventions used in publications such as proprietary calendars and diaries.

NUMBERS

5.3 Numbers can be expressed as numerals (also called figures or digits) or in words. It is important to apply a consistent approach throughout a particular document.

Numerals

5.4 Numerals are used to show:

a. ages—60 years

b. latitude and longitude—33°42.1′S, 142°17.3′E

c. measurement of an angle—45°

d. percentages—written either with a sign (15%) or with the ‘per cent’ in words (15 per cent)

e. references to chapters, sections, pages, paragraphs, lines and other divisions of publications—Chapter 5, page 2, paragraph 76, line 6

f. sums of money—$10.75, $0.87

g. temperature—37 °C

h. times—2310, 11.10 pm

i. weights and measures—13 kilograms, 45 millimetres.

5.5 When a sentence begins with a number, the number should always be expressed in words:

Twenty-six vehicles were assigned to the operation.

5.6 Do not begin a sentence with a symbol (such as a dollar sign). Rewrite the sentence so that it begins with a word:

One squadron raised $10 320 for the charity.

rather than

$10 320 was raised for the charity by one squadron.

Numbers in words

5.7 When numbers appear in text, write one to nine in words and 10 and above in numerals.

5.8 When adjacent numbers in text might be confusing, write the first as a word and the second as a numeral—for example:

eight 20-cent coins twelve 5-cent coins

5.9 Do not repeat numerals in brackets after words—for example, six (6). The numeral is redundant.

5.10 To prevent misunderstanding when one number follows another in text, separate them using a comma—for example:

In 2008, 80 officers participated in the exercise.

Often, however, it is better to recast the sentence:

Eighty officers participated in the 2008 exercise.

Large numbers

5.11 **Separating three-digit groups of numerals.** In English-speaking countries commas have traditionally been used to separate groups of three digits within a larger amount—for example, $100,000. However, because a comma is used as the decimal marker in Europe, a space is now recommended instead of a comma to avoid confusion (as specified in the international standard ISO 31:1992). Accordingly, separate groups of three digits with a non-breaking space (in Microsoft Word use ‘Ctrl + Shift + Space’).

5.12 **Four-digit numerals.** Numbers consisting of up to four digits are expressed without spaces since they are sufficiently short to be readily comprehensible. This convention is in accordance with the Style Manual and is endorsed by the Standards Association of Australia.

5.13 In tables, however, where consistent spacing is essential for clarity and for the purpose of totalling, the four-digit rule just described does not apply—for example:

7
24
351
9 999
10 000
123 456
1 146 070

5.14 Whole numbers up to 10 million are readily recognisable in words or numerals. All the following examples are acceptable:

two hundred	five thousand	nine million
200	5000	9 000 000

5.15 Larger or more complex numbers expressed solely in either words or numerals can be cumbersome or confusing. In such cases, use a combination of words and numerals—for example:

2.5 million *rather than* 2 500 000 *or* two million, five hundred thousand

5.16 **Billion, trillion and quadrillion.** These terms were originally used (as their prefixes suggest) to signify a million multiplied by a factor of two, three and four respectively:

billion = million x million (10^{12})

trillion = million x million x million (10^{18})

quadrillion = million x million x million x million (10^{24})

This convention has been overtaken internationally by the approach initiated by French mathematicians and then adopted by the United States, whereby:

billion = thousand x million (1000 million, or 10^{9})

trillion = million x million (10^{12})

quadrillion = thousand x million x million (10^{15})

In Australia and internationally this is now acknowledged as standard usage, affirming what has long been the practice in financial writing.

Ordinal numbers

5.17 When using ordinals ('first', 'second', and so on) to denote precedence, order or position in a sequence or list, use words in general text for large round numbers—for example:

the twenty-fifth student the two-hundredth case

5.18 In more numerically dense text or where there are space restrictions, as in references, use numerals with the relevant suffixes instead:

the 273rd immigrant 2nd edition a 15th century painting

5.19 **Shortened ordinal numbers.** When a sentence ends with a date in a sequence within the same month, spell out or use the shortened ordinal form (ending in 'st', 'nd', 'rd' or 'th') for the final date—for example:

Students knew that lectures were on 11, 13 and 15 June, tutorials were on 12, 14 and 17 June, and the final exam was on the thirtieth [or on the 30th].

5.20 When the final date is in another month, however, include that month without a preceding ordinal number, as follows:

Students knew that lectures were on 11, 13 and 15 June, tutorials were on 12, 14 and 17 June, and the final exam was on 10 July.

Spans of numerals

5.21 **Spans using en rules.** To avoid ambiguity use an en rule ('Ctrl + Num -'), not a hyphen, to link spans of numerals (see 4.52).

5.22 Limit the number of digits in the second part of the span to those essential for clarity—for example:

pp. 402–5 (*not* 402–405 *or* 402–05) 421–39 440–553

Exceptions are:

a. number spans from 11 to 19 in each hundred, as follows:

10–11 *not* 10–1 and 115–19 *not* 115–9

b. decimal numbers, for which the complete number is retained:

2.26–2.30 *not* 2.26–30

5.23 Show numerals in full for street numbers in addresses:

120–124 Dunvegan Crescent

5.24 Show spans of years as follows:

1998–99	*not*	1998–9
1998–2007	*not*	1998–07

It is also acceptable to write 09–10, providing the context makes the century clear.

The standard format for specifying a financial year is to link the two years (the second one being abbreviated) with an en rule—for example, 2010–11.

5.25 **Spans using word pairs.** As an alternative to using the en rule, 'from' and 'to' or 'between' and 'and' can be used in spans of numerals:

Open from 0930 to 1400 Open between 0930 and 1400

5.26 Do not use the en rule as a substitute for 'and' with the word 'between' or for 'from' with the word 'to'—for example:

the period between 1975 and 1999	*not*	the period between 1975—99
from 1975 to 1999	*not*	from 1975—99

Leading zeros

5.27 Defence uses leading zeros in number sets extensively—for example, in dates where numbers are less than 10 and for temperatures of less than one degree. This rule may, however, be relaxed for dates on external correspondence.

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Spacing in numeral—symbol expressions

5.28 Do not leave a space between a numeral and a symbol (or letter) in expressions using currency symbols or a percentage sign:

12.5% 3rd 10c $100m

In contrast, do leave a space between a numeral and an abbreviated measurement (except for the symbols for degree, minute and second of plane angular measure)—for example:

10.30 am	0750 EST	75 mm	45 °C
28 km	25 L	50 ha	

5.29 Do not separate a numeral from its accompanying symbol at the end of a line of text. Both must appear on the same line. In Microsoft Word, create a non-breaking space ('Ctrl + Shift + Space').

Fractions

5.30 There are two types of fractions—decimal and non-decimal. Non-decimal fractions are sometimes referred to as 'vulgar' fractions.

5.31 **Decimal fractions.** Use decimal fractions when you need to convey numerical information fully and accurately. The conventions for using decimal fractions are as follows:

a. Use a full stop to represent the decimal marker when using numerals—for example, 1.73 and 11.28

b. Place a zero in front of the decimal point when numbers are less than one—for example, 0.35 *not* .35

c. Always use the same number of decimal places for all decimal quantities that are being compared, whether in a sentence, a table or an illustration—for example:

Levels varied between 6.452 and 7.890. *not* Levels varied between 6.452 and 7.9.

5.32 **Non-decimal fractions.** The conventions for using non-decimal fractions are as follows:

a. Use hyphens to link the two elements when expressing non-decimal fractions in words—for example, one-quarter, three-eighths, seven and four-fifths.

b. When non-decimal fractions are expressed using numerals, use the fraction character (when available) rather than a slash to separate the numerator and the denominator—for example, ¾ *not* 3/4. This presentation is preferable because the forward slash can cause confusion (compare 1 3/4 with 13/4 and 1¾).

Roman numerals

5.33 Roman numerals are often used in regal and papal titles, as well as for page numbering in the front matter of books. Avoid using them in general text: they are difficult to read and cumbersome to write after the number 30 (XXX), and they can be confused with Arabic numerals and SI symbols (see Annex 5A).

5.34 Roman numerals can be written in upper case or lower case. The following table shows a selection of Roman and Arabic numerals.

Table 5.1: Roman and Arabic numerals: a selection

Arabic	Roman (caps)	Roman (lower)	Arabic	Roman (caps)	Roman (lower)	Arabic	Roman (caps)	Roman (lower)
1	I	i	11	XI	xi	98	XCVIII	xcviii
2	II	ii	12	XII	xii	100	C	c
3	III	iii	19	XIX	xix	195	CXCV	cxcv
4	IV	iv	20	XX	xx	400	CD	cd
5	V	v	32	XXXII	xxxii	500	D	d
6	VI	vi	44	XLIV	xliv	600	DC	dc
7	VII	vii	47	XLVII	xlvii	1000	M	m
8	VIII	viii	50	L	l	1945	MCMXLV	mcmxlv
9	IX	ix	60	LX	lx	1990	MCMXC	mcmxc
10	X	x	66	LXVI	lxvi	2010	MMX	mmx

Note: Always align Roman numerals to the right when they appear in columns.

5.35 **Spans of Roman numerals.** Express all Roman numerals in full in a span and use an en rule (see 4.52) to separate the two parts—for example:

59–77 in Arabic becomes lix–lxxvii in Roman

5.36 **Titles.** Always use upper-case numerals for the titles of monarchs and popes:

Elizabeth II Louis XIV Pope Pius XII

Do not use the suffixes ‘st’, ‘rid’, ‘rd’ and ‘th’ with Roman numerals:

George V *not* George Vth

Temperature

5.37 Express temperature in degrees Celsius. The kelvin temperature scale is used in physics and kinetic studies. See Annex 5A for further information.

5.38 **Negative temperature.** Use an en rule (rather than a hyphen) to express negative temperatures since the latter is not as readily visible (see 4.52).

5.39 In shortened forms leave a space between the number, the degree symbol (°) and the symbol C for Celsius. The degree symbol is not used with the kelvin symbol.

34 °C –5 °C 126 K 4.7 K

5.40 Place a zero before the decimal point for temperatures less than one degree:

0.07 °C –0.9 °C

5.41 **Spans of temperatures.** Because of the potential for confusion with the en rule's use in expressing negative amounts, do not use the rule for spans of temperatures. Instead, use the word 'to':

–8 °C to 4 °C *not* –8–4 °C
15 °C to 25 °C *not* 15–25 °C

5.42 Again, use 'to' in temperature ranges when the minus symbol is used with the second numeral:

The temperature dropped rapidly from 15 °C to –5 °C when the cold front arrived.

Currency

5.43 The following symbols are used for Australian decimal currency:

a. **Dollar.** The single-stroke symbol $ or the double-stroke symbol (rarely used) shows the main monetary unit. The symbol precedes the amount and there is no space between it and the numeral. When the amount is expressed in words, do not use the symbol: use 'dollar' or 'dollars' after the amount.

b. **Cent.** Write amounts in cents as a numeral followed by a lower-case 'c', with no space before and no full stop after. When the amount is expressed in words, do not use the symbol: use 'cent' or 'cents' after the amount.

c. Use a decimal point to separate dollars and cents.

5.44 In Australia other currency symbols—such as € (euro) and £ (pound)—are instantly recognisable. Some might, however, require reference to a table. Annex 5B shows the names of currencies and their associated symbols for 53 nations.

5.45 **Expressing monetary amounts.** Refer to the following examples when expressing dollars and/or cents:

a. in exact dollars

six dollars 56 dollars fifty-six dollars

$6 or $6.00 $56 or $56.00 $100 $1000 $10 000 $100 000

b. when large numbers are used

$1m or $1 million $2.34m $300m $12 345 million $1b $3.45 billion

c. in cents only

2 cents 15 cents 99 cents

2c 15c 99c

d. in dollar format, where there is no dollar amount, insert a zero before the decimal point

$0.05 $0.69 $0.95

e. with dollars and cents

$6.67 $1.01 $1.05 $1234.56 $76 543.21

5.46 For statistical or other special purposes, such as sophisticated financial calculations, more than two places after the decimal point may be used, as long as this is done consistently—for example:

$0.1234 $4.725m

5.47 **Currencies in text.** When it is necessary to specify Australian dollars in text, use the letter 'A' before the dollar sign (a style recommended by the Reserve Bank of Australia), with no spaces—for example:

A$7000

5.48 The dollar name and symbol are used for the currencies of a number of countries, among them New Zealand, Canada, the United States and Singapore. When it is necessary to distinguish between them and to clearly identify the origin of other dollar-based currencies, place the identifying symbol (generally, the initial letter or letters of the name of the country) before the dollar sign—for example:

NZ$29 000 C$300 US$1750 S$450

5.49 For non-dollar currencies, place the internationally accepted symbol (see Annex 5B) before the numerals—for example:

£220 ¥800 000 €45 000

5.50 Less common—and not preferred in Defence writing—are the three-letter country codes described in Australian Standard 3759-1990: Codes for the Representation of Currencies and Funds. They can, however, be of benefit when many different currencies are being referred to. The following are examples:

AUD10 000 (Australian dollars)

GBP800 000 (Great Britain pounds, or pounds sterling)

5.51 **Currency in tables.** Align columns of currencies by the decimal point or right justify, as formatted here:

Amounts in dollars and cents	Amounts in exact dollars
$	$
2.34	12
2 345.00	4 170
10 000.00	25 678

Telephone and fax numbers

5.52 When setting out telephone and fax numbers use groups of a maximum of four digits separated only by spaces (not points or dashes), preceded as necessary by the two digit area code (without parentheses):

03 9828 7300

5.53 If the same number is to be dialled from outside Australia add the country code, +61, and drop the 0 from the area code:

+61 3 9828 7300

The plus sign indicates that an international direct dial access code must be dialled.

5.54 The prefix for a freecall number is 1800, which is followed by a space and then two groups of three digits:

1800 321 456

5.55 Similarly, the prefixes for paging numbers (016) and mobile phone numbers (0400, 0411, 0428, and so on) are followed by two groups of three digits.

5.56 In each case drop the 0 if dialling from outside Australia. Thus 0418 321 456 becomes +61 418 321 456.

5.57 Where the last five digits are used, write the number as a five-number group—60572.

Military formations

5.58 Describe military formations in the following way (abbreviated form in brackets):

3rd Brigade Administrative Support Battalion (3 BASB)

5th Aviation Regiment (5 Avn Regt)

No 81 Wing (81 Wg)

THE CALENDAR

5.59 Planning involves future events; reporting generally focuses on the past. In both cases writers need to clearly convey when the event will or did occur. Consistent representation of days, months, years and dates will improve the readability of plans and reports.

Days of the week

5.60 Days of the week have an initial capital.

5.61 **Abbreviated forms.** Use the following abbreviations for days:

Sun Mon Tue Wed Thu Fri Sat

Note that each abbreviated form consists of three letters, with the first letter capitalised and no full stop.

Days of the month

5.62 Use two digits for days of the month—01 to 31. This two-digit standard also applies to handwritten dates, although it can be relaxed in the case of dates on external correspondence.

Months of the year

5.63 Months have an initial capital letter.

5.64 **Abbreviated forms.** Use the following abbreviations for the names of months:

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

Note that each abbreviated form consists of three letters, with the first letter capitalised and no full stop.

Years

5.65 Years are normally expressed in numerals:

1948 1987 2005

They are rarely seen fully spelt out in text.

5.66 **Abbreviated forms.** Years can be abbreviated to two digits—for example, 2008 becomes 08.

Dates

5.67 Dates are an amalgamation of days, months and years. They can be expressed in long or short form, with the following sequence:

a. long dates—day of the week, day of the month, month of the year, year

b. short dates—day of the month, month of the year, year.

Long and short dates can be expressed in full or abbreviated form. Table 5.2 shows examples of the correct forms for dates.

Table 5.2: The form for dates: examples

Form	Long	Short
Full form	Wednesday 07 November 2009	07 November 2009
Abbreviated form	Wed 07 Nov 09	07 Nov 09

5.68 It is permissible to omit elements of the date when there will be no ambiguity, but be careful to maintain the same sequence of elements—for example:

The Squadron Leader answered the letter of 20 December immediately.

The Director called an urgent meeting for Wednesday 14 November.

5.69 When the day of the week and the day of the month are not specified, write the month and year in full:

October 2007

5.70 Use words where numerals might otherwise start a sentence:

The first day of January 2001 was the beginning of the new millennium.

rather than

01 January 2001 was the beginning of the new millennium.

5.71 **Keeping date strings together.** When writing, ensure that the entire date string (long date or short date, full form or abbreviated form) is on one line and that the line does not start with the day of the month, which might be confused with a paragraph number.

5.72 **Unacceptable date formats.** The 07/11/09 format, meaning 07 November 2009, is not to be used in Defence writing because of the potential for confusion with other standards, where 07/11/09 means 11 July 2009.

5.73 Do not mix the full form and abbreviated form elements—for example:

The Group Head called a meeting for Wednesday 14 November.

not

The Group Head called a meeting for Wed 14 November.

5.74 **Eras.** Write shortened forms such as BC (before Christ), AD (anno Domini, or in the year of our Lord), CE (common, current or Christian era) and BP (before present) without full stops. Place the era indicator after the year and leave a space between the year and the indicator, as follows:

44 BC 1788 AD 1788 CE

5.75 **Centuries.** The same applies when referring to centuries:

the third century BC the fifth century CE

5.76 The names of centuries can also be expressed fully in words or in a mixture of numerals and words:

the twenty-first century the 21st century

5.77 There is no standard abbreviated form for century. Do not write ‘18th century’ as ‘18C’ or ‘C18’: this is confusing. For the same reason, Roman numerals should not be used in conjunction with ‘century’.

5.78 **Decades.** Do not use an apostrophe (see 4.78) when presenting decades in numerals:

1980s 1990s 2000s *not* 1980’s 1990’s 2000’s

Additionally, do not use expressions such as ‘the nineties’: they are considered colloquial.

TIME

The 24-hour system

5.79 The 24-hour system is used in internal Defence correspondence and communication between government departments (see also 5.92).

5.80 In general, use the 24-hour system to describe time (but see 5.88). When the terms ‘midnight’, ‘0000’ (start of the day) and ‘2400’ (end of the day) might lead to misunderstanding, number the hours and minutes from 0001 to 2359.

5.81 **Abbreviated time.** Only use ‘h’ (for ‘hours’) if its omission would cause confusion:

The meeting adjourned at 1640 yesterday.

but

The vehicles arrived at camp at 1640 h after travelling 1600 km.

5.82 When describing a night write both the dates over which it extends—for example:

the night of 29–30 September *or* the night of 29–30 Sep

Note that an en rule (see 4.52) is used between the days.

5.83 When the date spans two months use a spaced en rule (see 4.52) between them—for example:

the night of 30 September – 01 October *or* the night of 30 Sep – 01 Oct

Time zones

5.84 There are 24 regions, or divisions, of the globe, each occupying 15° of longitude and approximately coinciding with meridians at successive hours from Greenwich Observatory in the United Kingdom. Clocks within each time zone are set to the same time, which is generally one hour later than the zone immediately to the west.

5.85 **Time zone letters.** Twenty-three of the 24 regions are assigned a single letter; the region straddling the International Date Line is assigned two letters—M (Mike) and Y (Yankee). The letter J (Juliet) is not used. Annex 5C contains a world time zone chart with the zone letters.

5.86 **Australian time zones.** Australia has three time zones. They have different names and abbreviations to show whether or not daylight saving is in operation and to show, where confusion might otherwise occur, that they are Australia-specific time zones. Daylight saving time abbreviations replace the letter S (for standard) with D (daylight).

5.87 Table 5.3 shows the recognised abbreviations for both standard and daylight-saving time zones in Australia.

Table 5.3: Australian time zones: standard abbreviations

Time zone	Abbreviation	Alternative abbreviation	Daylight-saving time zone	Abbreviation	Alternative abbreviation
Eastern Standard Time	EST	AEST	Eastern Daylight-saving Time	EDT	AEDT
Central Standard Time	CST	ACST	Central Daylight-saving Time	CDT	ACDT
Western Standard Time	WST	AWST	No daylight saving in WA		

Date-time group

5.88 A date-time group (DTG) is used in messages and certain orders to express a date and time to the closest minute. It is written as a string of alphanumeric characters in the following sequence: two numerals for the day of the month, four numerals for the time, a time zone suffix, the month abbreviation in upper-case letters, and the year in abbreviated form (see Allied Communications Publication 128, *Allied Telecommunications Records System (ALTERS) Operating Procedures)*. For example, time 2350 on 29 February 2008 in time zone Zulu is written as:

292350Z FEB 08.

Note the space on both sides of the abbreviated month.

5.89 Unless otherwise specified, DTGs are in Coordinated Universal Time (UTC), which has replaced Greenwich Mean Time (GMT) as the standard reference for time zones.

Designating specific days and hours for military operations

5.90 **Letter designations.** In operational plans and orders, certain letters have specific meanings for days and hours. Table 5.4 shows these letters and their meanings. It is based on NATO Standardisation Agreement (STANAG) 2014.

Table 5.4: Operation plans and orders: letters and meanings

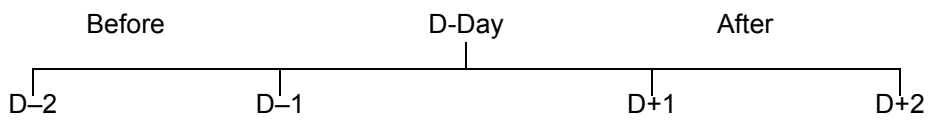
Letter	Day	Hour	Meaning
A			Spare
B			Spare
C	✓		The day on which deployment for an operation begins or is due to begin
D	✓		The day on which an operation begins or is due to begin. This may be the commencement of hostilities or any other operation
E	✓		The day on which a joint exercise begins
F		✓	The time designated for the start of cross-FLOT (forward line of own troops) aviation operations
G	✓	✓	The day and/or time on which an order (normally national) is given to deploy a unit

Letter	Day	Hour	Meaning
H		✓	1—the specific time at which an operation or exercise begins or is due to begin. It is also the time at which the Line of Departure is crossed by the leading element in an attack 2—in amphibious operations, the time at which the first waterborne wave of an amphibious assault lands on a beach
I			Not to be used: it could cause confusion with the numeral 1
J	✓		French equivalent to D-day
K	✓	✓	The day and/or time on which a convoy system is introduced or is due to be introduced on any particular land convoy route or sea convoy lane
L		✓	In amphibious or airmobile operations, the time at which the first helicopter of the heliborne assault wave touches down in the landing zone—see also Y hour
M	✓		The day on which mobilisation begins or is due to begin
N			Reserved for nuclear operations
O			Not to be used: it could cause confusion with the numeral 0
P		✓	In airborne operations, the time at which the lead parachute element is to arrive over the parachute impact point to begin operations
Q			Spare
R			Spare
S			Spare
T	✓	✓	The day and/or time of transfer of authority
U			Spare
V			Spare
W			Spare
X			Spare
Y		✓	In airmobile operations, the time at which the first helicopter in the first wave departs the pick-up point
Z			Not to be used: it could cause confusion when used as an abbreviation for Zulu (zone) time

5.91 The rules for and examples of letter designations are as follows:

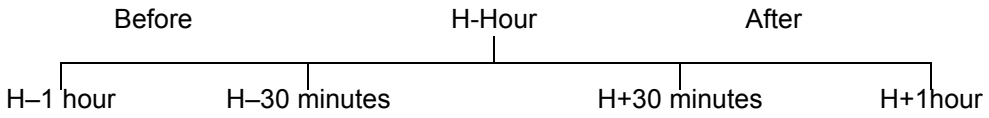
a. Refer to days and hours before and after the designated days and hours. Use a minus sign for ‘before’ and a plus sign for ‘after’ following the letter designation, with an Arabic numeral following that to signify the time.

(1) Days before and after designated days are shown in accordance with the following system:



When using a time element other than days, spell it out—for example, D+3 months.

(2) Hours and minutes before and after a designated time are shown in accordance with the following system:



The words ‘hour(s)’ and ‘minute(s)’ must always be used and be written in full.

b. No space should appear between the symbol and the numeral that follows it—for example:

D+1 or D–2 *not* D+ 1 or D– 2

c. The words ‘plus’ and ‘minus’ (followed by a space) may be used instead of the symbols ‘+’ and ‘–’.

d. When symbols are used all numerals should be expressed as digits; when using the word ‘plus’ or ‘minus’ the numbers should be expressed as words—for example, ‘K+3’ or ‘K plus three’. The following examples are all acceptable:

H minus one hour H–1 hour H plus thirty minutes H+30 minutes

e. When the starting time of an operation is designated with an upper-case letter, the word ‘hour’ is always expressed in full (in lower case)—for example, K hour *not* K h or K hr.

f. **Use of spare letters.** Where several operations or exercises or several phases of an operation or exercise are being planned or conducted, spare letters can be used for days or hours to avoid confusion. In all such cases the operation or exercise plan or Order must have an annex or appendix listing the spare letters and what they signify.

g. Where it is necessary to identify a particular operation or exercise, a nickname—and/or, if applicable, code words—should be placed before the letter—for example:

BALD EAGLE—E Day

ANVIL EXPRESS—H Hour

The 12-hour system

5.92 The 12-hour system is not used in internal Defence correspondence or in communication between government departments. It is, however, used for communication outside government. In general, use the notations ‘am’ (ante meridiem, before noon) and ‘pm’ (post meridiem, after noon) to prevent misunderstanding—for example:

The meeting will begin at 8.00 am and is scheduled to finish at 4.30 pm.

When the context makes clear which part of the day is being referred to, ‘am’ or ‘pm’ are not necessary—for example:

This morning we will meet at 10.30. The evening bus schedules begin at 5.45.

Do not use:

am in the morning *or* pm at night

5.93 Always use a full stop to separate hours from minutes:

8.05 am 11.55 pm

5.94 Because ‘am’ and ‘pm’ are preceded by a numeral, treat them like most abbreviations associated with numerals and retain the space between the numeral and the abbreviation:

from 9.30 am to 1.00 pm

It is not essential to use zeros to indicate full hours (1.00 pm), but for consistency the zeros should be used if the document contains other times that include minutes (9.30 am).

LOCATIONS

Compass points

5.95 Express the four cardinal points of the compass in full or abbreviated form—'south' or 'S', for example. Link intermediate points with a hyphen when written in full but not when abbreviated—for example:

in full—south-east, south-south-west

in abbreviated form—SE, SSW

Position and direction

5.96 **Specific places.** Identify locations by using any of the following methods:

a. stating latitude and longitude

b. using the World Geographic Reference System (GEOREF)

c. using a grid reference—state the map sheet name or number when quoting a grid reference

d. using a place name—when accuracy is required, with the first mention of the place name include its position in grid, latitude and longitude, or GEOREF

e. giving its bearing and distance from a reference point:

(1) Bearings are in either degrees or mils (used in artillery, 1 mil is equal to 1/6400 of the circumference of a circle). When using degrees, always use three numerals together with a letter suffix indicating the reference datum—for example, 007°M is seven degrees clockwise from magnetic north, and 235°T is 235 degrees clockwise from true north.

(2) Distances are expressed in metres, kilometres or nautical miles, as appropriate—for example

315°T Canberra 31 km

5.97 **Places, features, directions and boundaries.** Use the following conventions for describing locations, features, directions and boundaries.

a. **Names of places and features.** To avoid confusion, spell these exactly as indicated on the map in use. Where a place name is expressed in its original language on a map, express it that way in the text—for example, Köln instead of Cologne.

b. **Roads, tracks and railways.** Describe these using the names of the places located on them followed by the word 'road', 'track' or 'railway', as appropriate—for example, the 'Mittagong–Goulburn–Canberra road'. Note the en rules.

c. **River banks.** Identify these as right or left from the point of view of an observer facing downstream. If this is not practicable, use cardinal points, such as north or east (or, when abbreviated, N or E).

d. **Routes.** Indicate these using a sequence of geographical points on the route, named in the direction of movement.

e. **Directions.** Indicate these starting with the northernmost point, followed by other points in clockwise order.

f. **Positions.** Describe these from left to right and front to rear when facing the enemy. Avoid confusion by using cardinal points rather than 'left' or 'right' to describe flanks.

g. **Boundaries.** Indicate boundary locations by easily distinguishable terrain features listed in the sequence in which they occur on the ground, using the following conventions:

(1) Features are described from rear to front in advance or attack and from front to rear in defence or withdrawal.

(2) Features generally parallel to the front are described from left to right facing the enemy.

(3) Boundaries between units and formations have the words 'inclusive' or 'exclusive' before the place to which they refer, together with the unit to which the feature is inclusive or exclusive.

SYMBOLS

5.98 A symbol is an internationally recognised representation of any of the following:

a. a concept—for example, the octagonal red road sign 'STOP'

b. a unit of currency—for example, € for 'euro'

c. a unit of measurement—for example, m for 'metre' or Ω for 'ohm' (measure of electrical resistance).

Military symbology

5.99 In military planning and tactics, where interoperability among allies depends on clear and unambiguous representation of friendly and hostile forces, symbols are used to depict the following:

a. units, equipment and installations

b. tactical graphics for military operations

c. meteorological and oceanographic data

d. signals intelligence

e. military operations other than war.

5.100 See the Australian Defence College Joint Doctrine Library webpage for more information about military symbology.

Units of measurement

5.101 The metric system—metre, kilogram, second (sometimes referred to as the MKS system)—is used almost universally, although the United States still uses the imperial system (foot, pound, second).

5.102 The International System of Units (Système International d'Unités, or SI), defines all the MKS units used in the physical and engineering worlds. They are defined in AS ISO 1000—1998. Annex 5A provides a comprehensive listing of SI units used in Defence writing.

5.103 In primary and section titles, and in messages, where only capital letters are used, SI units are expressed in upper case.

Annexes:
5A. Standard international units of measurement
5B. Symbols for currencies
5C. World time zone chart

STANDARD INTERNATIONAL UNITS OF MEASUREMENT

1. The International System of Units (Système International d'Unités, or SI) consists of base and supplementary units and derived units. The derived units are functions (that is, combinations) of these base and supplementary units.

Base and supplementary units

2. **Base SI units**

Measurement	Base unit	Symbol
length	metre	m
mass	kilogram	kg
time	second	s
electric current	ampere	A
thermodynamic temperature	kelvin	K
amount of substance	mole	mol
luminous intensity	candela	cd

3. **Supplementary SI units**

Measurement	Supplementary unit	Symbol
plane angle	radian	rad
solid angle	steradian	sr

Derived units

4. Derived units are expressed in three forms:

a. as special names—for example, coulomb is the derived unit of measurement of electric charge

b. in terms of base and/or supplementary units—for example, metre per second squared is the derived unit of measurement of acceleration

c. as a combination of special names and base and/or supplementary units—for example, joule per cubic metre is the derived unit of measurement of energy density.

5. Symbols for derived units are represented through the algebraic association of the base or supplementary symbols from which a particular unit is derived. This includes instances where special names are used to represent such units.

6. Derived units are listed in Tables 5A.1 and 5A.2. A 'wiring diagram' showing the interrelationships of derived units with special names is presented in Appendix 5A1.

Table 5A.1: SI-derived units with special names, including SI supplementary units

Name	Symbol	Measurement	Expression in terms of other units	Expression in terms of SI base units
becquerel[a]	Bq	radioactivity (decays per unit time)	1/s	s^{-1}
coulomb	C	electric charge or electric flux	s•A	s•A
degree Celsius[b]	°C	temperature	K – 273.15	K – 273.15
farad	F	electric capacitance	C/V	$m^{-2}•kg^{-1}•s^{4}•A^{2}$
gray	Gy	absorbed dose (of ionising radiation)	J/kg	$m^{2}•s^{-2}$
henry	H	inductance	V•s/A = Wb/A	$m^{2}•kg•s^{-2}•A^{-2}$
hertz	Hz	frequency	1/s	s^{-1}
joule	J	energy, work, heat	N•m = C•V = W•s	$m^{2}•kg•s^{-2}$
katal	kat	catalytic activity	mol/s	s^{-1}•mol

Name	Symbol	Measurement	Expression in terms of other units	Expression in terms of SI base units
lumen	lm	luminous flux	lx•m^2	cd•sr
lux	lx	illuminance	lm/m^2	m^{-2}•cd•sr
newton	N	force, weight	m•kg/s^2	m•kg•s^{-2}
ohm	Ω	electric resistance, impedance, reactance	V/A	m^2•kg•s^{-3}•A^{-2}
pascal	Pa	pressure, stress	N/m^2	m^{-1}•kg•s^{-2}
radian[c]	rad	plane angle	m•m^{-1}	dimensionless
siemens	S	electrical conductance	1/Ω	m^{-2}•kg^{-1}•s^3•A^2
sievert[a]	Sv	equivalent dose (of ionising radiation)	J/kg	m^2•s^{-2}
steradian[c]	sr	solid angle	m^2•m^{-2}	dimensionless
tesla	T	magnetic field strength, magnetic flux density	V•s/m^2 = Wb/m^2 = N/(A•m)	kg•s^{-2}•A^{-1}
volt	V	voltage, electrical potential difference, electromotive force	W/A = J/C	m^2•kg•s^{-3}•A^{-1}
watt	W	power, radiant flux	J/s = V•A	m^2•kg•s^{-3}
weber	Wb	magnetic flux	J/A	m^2•kg•s^{-2}•A^{-1}

a SI-derived unit with special name admitted for reasons of safeguarding human health.
b Degree Celsius is a special name for the kelvin. It is used to express Celsius temperature but with a different zero point.
c SI supplementary unit.

Note that symbols for compound units formed by the multiplication of two or more units are preferably indicated by using a raised full stop—for example, C•V (coulomb volt) for joule.

Table 5A.2: Commonly used SI-derived units and their symbols

Measurement	Name	Symbol	Expression in terms of SI base units
absorbed dose rate	gray per second	Gy/s	m^2•s^{-3}
acceleration	metre per second squared	m/s^2	m•s^{-2}
amount (of substance) concentration	mole per cubic metre	mol/m^3	m^{-3} mol
angular momentum	newton metre second	N•m•s	kg•m^2•s^{-1}
angular velocity	radian per second	rad/s	s^{-1}
area	square metre	m^2	m^2
conductivity	siemens per metre	S/m	kg^{-1}•m^{-3}•s^3 •A^2
density, mass density	kilogram per cubic metre	kg/m^3	kg•m^{-3}
dynamic viscosity	pascal second	Pa•s = N•s/m^2	kg•m^{-1}•s^{-1}
electric charge density	coulomb per cubic metre	C/m^3	m^{-3}•s•A
electric current density	ampere per square metre	A/m^2	A•m^{-2}
electric field strength	volt per metre	V/m	kg•m•s^{-3}•A^{-1}
energy density	joule per cubic metre	J/m^3	kg•m^{-1}•s^{-2}

Measurement	Name	Symbol	Expression in terms of SI base units
exposure (X and gamma rays)	coulomb per kilogram	C/kg	$kg^{-1}•s•A$
heat capacity, entropy	joule per kelvin	J/K	$kg•m^2•s^{-2}•K^{-1}$
heat flux density, irradiance	watt per square metre	W/m^2	$kg•s^{-3}$
jerk, jolt	metre per second cubed	m/s^3	$m•s^{-3}$
kinematic viscosity, diffusion coefficient	square metre per second	m^2/s	$m^2•s^{-1}$
luminance	candela per square metre	cd/m^2	$cd•m^{-2}$
magnetic field strength	ampere per metre	A/m	$A•m^{-1}$
molar conductivity	siemens square metre per mole	$S•m^2/mol$	$kg^{-1}•s^3•mol^{-1}•A^2$
molar energy	joule per mole	J/mol	$kg•m^2•s^{-2}•mol^{-1}$
molar heat capacity, molar entropy	joule per kelvin mole	J/(K•mol)	$kg•m^2•s^{-2}•K^{-1}•mol^{-1}$
molar volume	cubic metre per mole	m^3/mol	$m^3•mol^{-1}$
momentum, impulse	newton second	N•s	$kg•m•s^{-1}$
permeability	henry per metre	Him	$kg•m•s^{-2}•A^{-2}$
permittivity	farad per metre	F/m	$kg^{-1}•m^{-3}•s^4•A^2$
resistivity	ohm metre	Ω•m	$kg•m^3•s^{-3}•A^{-2}$
snap	metre per quartic second	m/s^4	$m•s^{-4}$
specific energy	joule per kilogram	J/kg	$m^2•s^{-2}$
specific heat capacity, specific entropy	joule per kilogram kelvin	J/(K•kg)	$m^2•s^{-2}•K^{-1}$
specific volume	cubic metre per kilogram	m^3/kg	$kg^{-1}•m^3$
speed, velocity	metre per second	m/s	$m•s^{-1}$
speed, velocity	kilometres per hour	km/h	$3.6^{-1}•m•s^{-1}$
surface tension	newton per metre	$N/m = J/m^2$	$kg\text{-}s^{-2}$
thermal conductivity	watt per metre kelvin	W/(m•K)	$kg•m•s^{-3}•K^{-1}$
torque, moment of force	newton metre	N•m	$kg•m^2•s^{-2}$
volume	cubic metre	m^3	m^3
volumetric flow	cubic metre per second	m^3/s	$m^3•s^{-1}$
wavenumber	reciprocal metre	m^{-1}	m^{-1}

Note that symbols for compound units formed by the multiplication of two or more units are preferably indicated using a raised full stop—for example, N•m (newton metre) for torque.

Other units of measurement

7. **Non-coherent units.** These units are decimally based on SI units and are used for their practical importance because they are simple and easily understood. For example, hectare is the unit for large areas (rather than 10 000 square metres).

8. **Other non-SI units.** Certain units of measurement outside the SI system are also retained because of their practical importance (see Table 5A.3).

Table 5A.3: Other non-SI units

	Unit		
Measurement	**Name**	**Symbol**	**Definition**
time	minute hour day	min h d	1 min = 60 s 1 h = 60 min 1 d = 24 h
plane angle	degree minute second	° ′ ″	1° = (π/180) rad 1′ = (1/60)° 1″ = (1/60)′
volume	litre	L	1 L = 1 dm^3
mass	tonne	t	1 t = 10^3kg

Note that the litre symbol, capital L, was adopted in 1979 in order to avoid confusion between the letter l (el) and the number 1 (one).

Multiples of SI units

9. The prefixes shown in Table 5A.4 are used to form names and symbols of multiples (decimal multiples and submultiples) of the SI units.

Table 5A.4: SI prefixes

Factor	Prefix		Factor	Prefix	
	Name	**Symbol**		**Name**	**Symbol**
10^{24}	yotta	Y	10^{-1}	deci	d
10^{21}	zetta	Z	10^{-2}	centi	c
10^{18}	exa	E	10^{-3}	milli	m
10^{15}	peta	P	10^{-6}	micro	µ
10^{12}	tera	T	10^{-9}	nano	n
10^{9}	giga	G	10^{-12}	pico	p
10^{6}	mega	M	10^{-15}	femto	f
10^{3}	kilo	k	10^{-18}	atto	a
10^{2}	hecto	h	10^{-21}	zepto	z
10	deca	da	10^{-24}	yocto	y

Note that for historical reasons the name of the base unit for mass, the kilogram, contains the name of the SI prefix ‘kilo’. Names of the decimal multiples and submultiples of the unit of mass are formed by adding the prefixes to the word ‘gram’—for example, milligram (mg) instead of microkilogram (µkg).

10. The choice of the multiple (decimal multiple or submultiple) of an SI unit is governed by convenience. The multiple chosen for a particular application is the one that will lead to numerical values within a practical range. The multiple can usually be chosen so that the numerical values will be between 0.1 and 1000. In the case of a compound unit containing a unit to the second or third power, this is not always possible—for example:

1.2×10^4 N	*can be written as*	12 kN
0.00394 m	*can be written as*	3.94 mm
1401 Pa	*can be written as*	1.401 kPa
3.1×10^{-8} s	*can be written as*	31 ns

11. In a table of values of the same quantity or in a discussion of such values in a given context, it is better to use the same multiple for all items, even if some of the numerical values will then be outside the range 0.1 to 1000. For certain quantities in particular applications, the same multiple is customarily used; for example, the millimetre is used for dimensions in most mechanical engineering drawings.

12. The number of prefixes used in forming compound units should be limited as far as is compatible with practical usage.

Rules for writing multiple unit names and symbols

13. **Names.** The multiple unit name is always written in lower case, even when using the seven highest multiple prefixes and symbols in Table 5A.4—yotta (Y); zeta (Z); exa (E), peta (P), tera (T), giga (G) and mega (M). For example:

megajoule (MJ) gigawatt (GW) terahertz (THz)

14. **Symbols.** Symbols representing units of measurement:

a. remain unaltered in the plural

b. are written without a final full stop except for normal punctuation—for example, at the end of a sentence

c. are placed after the complete numerical value in the expression for a quantity, leaving a space between the numerical value and the unit symbol

d. are written in lower-case letters, except that the first letter is written in upper case when the name of the unit is derived from a proper name—for example:

m	metre
s	second
A	ampere
Wb	weber

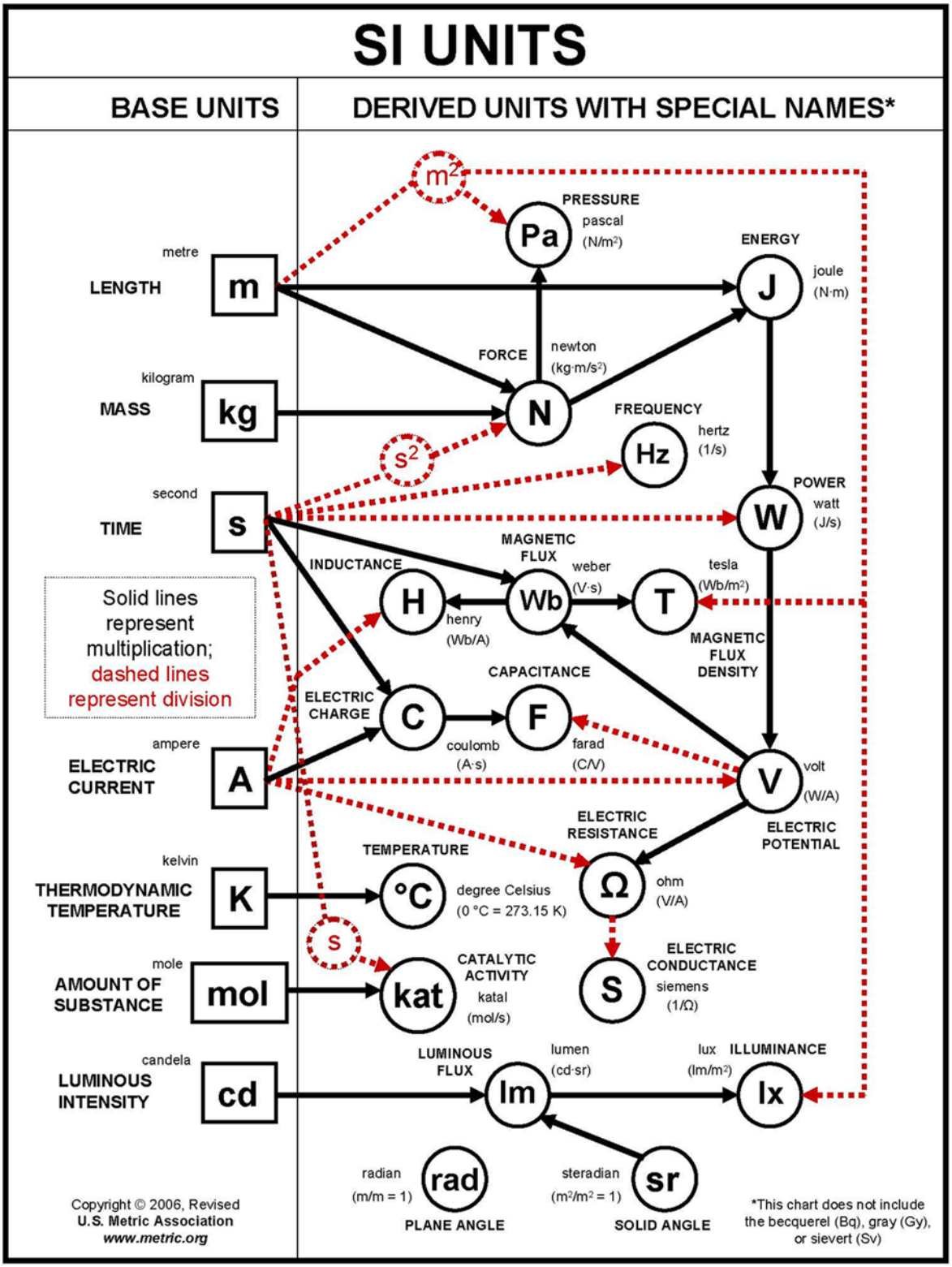
Metric-imperial conversion

15. Readers needing metric-imperial conversions are advised to visit one of the online conversion engines—for example, the National Measurement Institute at the Department of Innovation, Industry, Science and Research and Tertiary Education.

Appendix:
5A1. SI-Derived Units With Special Names: Interrelationships

SI-DERIVED UNITS WITH SPECIAL NAMES: INTERRELATIONSHIPS

1. The following diagram is an alternative representation of the SI-derived units with special names listed in Table 5A.1. Note that the 'safeguarding human health' terms 'becquerel', 'gray' and 'sievert' are not included.



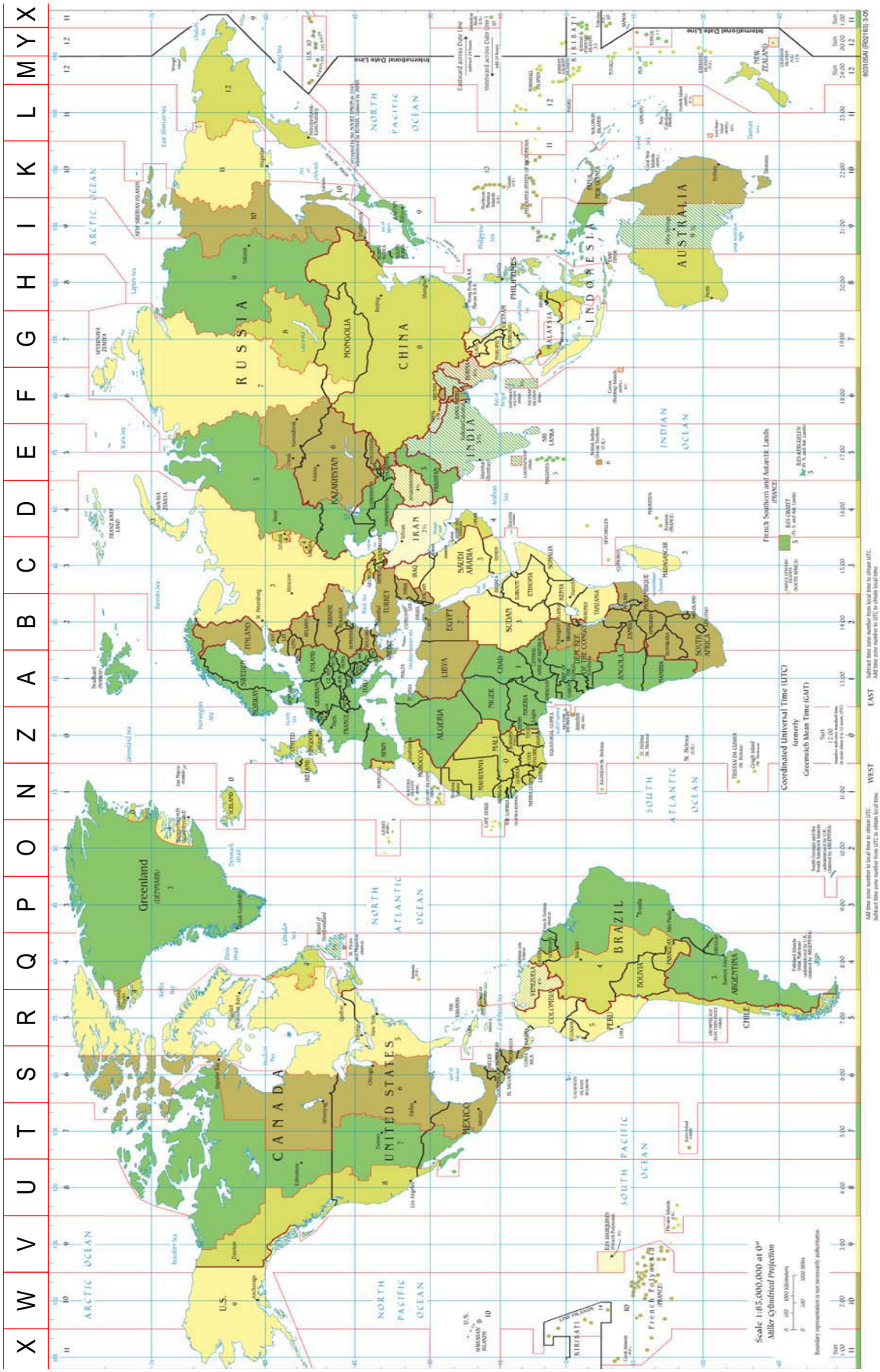
ANNEX 5B

SYMBOLS FOR CURRENCIES

Country	Basic monetary unit	Symbol
Albania	Lek	Lek
Australia	Dollar	A$
Austria	Euro	€
Belgium	Euro	€
Bosnia–Herzegovina	Marka	KM
Brazil	Real	R$
Bulgaria	Lev	лв
Canada	Dollar	C$
China, People's Republic of	Yuan	¥
Czech Republic	Koruna	Kč
Denmark	Krone	kr
Fiji	Dollar	F$
Finland	Euro	€
France	Euro	€
Germany, Federal Republic of	Euro	€
Greece	Euro	€
Hong Kong	Dollar	HK$
Hungary	Forint	Ft
India	Rupee	Rs
Indonesia	Rupiah	Rp
Ireland	Euro	€
Italy	Euro	€
Japan	Yen (sing and pl)	¥
Korea (North), People's Republic of	Won (sing and pl)	₩
Korea (South), Republic of	Won (sing and pl)	₩
Lebanon	Pound	£
Luxembourg	Euro	€
Malaysia	Ringgit	RM
Netherlands	Euro	€
New Caledonia	Franc	CFP Fr
New Zealand	Dollar	NZ$
Norway	Krone	Kr
Pakistan	Rupee	Rp
Papua New Guinea	Kina	K
Philippines	Peso	Php
Poland	Zloty	zł
Portugal	Euro	€
Romania	Leu	lei
Russia	Ruble	руб
Singapore	Dollar	S$
Slovenia	Euro	€
South Africa	Rand (sing and pl)	R
Spain	Euro	€
Sri Lanka	Rupee	Rp
Sweden	Krona	Kr
Switzerland	Franc	CHF
Taiwan	New Taiwan dollar	NT$
Tanzania	Shilling	Sh T
Thailand	Baht	฿
Turkey	Lira	₤
United Kingdom	Pound	£
United States of America	Dollar	US$
Vietnam	Dông	₫

Source: World Currency Symbols

WORLD TIME ZONE CHART



CHAPTER 6

DOCUMENT PRESENTATION

Information must always be presented in a way that is intuitive and easy for any Knowledge Worker in a given role to interpret it correctly and apply it correctly, such as to take a right action or to make a correct decision.

Larry P English

6.1 This chapter provides guidance on the conventions used in the presentation of Defence documents. Applying the conventions ensures consistency in the way material appears, simplifies the task of writers, and helps readers locate and absorb information.

6.2 The conventions described in this chapter have broad application and, although some types of document have small variations, the overall aims are:

a. to maximise the ease of reading and understanding

b. to use paper efficiently

c. to align, where practicable, with national and international standards.

Differences between the conventions described in this chapter and those used in particular document types are described in the relevant chapters. There are notable changes from the conventions used in ADFP 102; these are discussed in Annex 1A.

DOCUMENT FORMATS

Presentation formats

6.3 The writing style, content and design of a document are influenced by the format used for presentation. Formats are of three broad types:

a. **Electronic screen.** The electronic presentation of documents is evolving rapidly. Writing documents that are to be read on screen calls for an understanding of the differences in reading patterns for printed and onscreen material. The conceptual design, organisation and linking of screen-based material—often referred to as ‘information architecture’—must be integrated (see Chapter 24).

b. **Loose-leaf paper.** This format allows pages to be removed and replaced without tearing, meaning corrections and updates can be introduced without the need for a full reprint or a new edition.

c. **Bound paper.** In this format printed sections or pages of a document are fastened together. Although standard items of office equipment, such as staples and paper clips, are commonly used for binding, some publications use paper binding (for ‘paperback’, or ‘softcover’, publications) and case binding (for ‘hardback’, or ‘hardcover’, publications), both of which require a greater degree of professional input. Less important documents—particularly those that require the pages to be presented flat, without bending—may be loose-leaf bound, as with ring binding in a folder or spiral binding.

6.4 Documents can be developed for presentation in more than one format, such as:

a. **Books.** These are documents with a cover (either paperback or hardcover) that protects the contents and identifies the work, its author and publisher. The main content of a book is conventionally preceded by preliminary pages and followed by endmatter. Books cannot be amended, but they can be reprinted and new editions prepared.

b. **Booklets, pamphlets and brochures.** A small book with a paper cover is called a booklet or pamphlet. If folded paper is used for presentation—particularly if the document is used for advertising or conveying information—the document is called a brochure.

ELECTRONIC TEMPLATES

6.5 In Defence, word processing templates are often used for preparing documents. In support of efficient and economical practices, Defence Publishing Service (DPS) has designed a variety of Microsoft Word templates.

6.6 These templates conform to the formatting conventions described in this manual and include:

a. DEFGRAM

b. Defence and departmental Instruction

c. manual (A4 and A5)

d. Australian Defence Force Publication

e. Australian Defence Doctrine Publication

f. letter

g. minute

h. fax cover sheet

i. brief (standard and dot-point)

j. visit report.

6.7 Templates can be used on Defence Restricted Network PCs, stand-alone PCs and laptops. For further information regarding templates and training send and email to DPS Docpublishing.

6.8 DPS also provides a Help Desk for all BRIDGE users requiring technical or template assistance. The helpdesk can be contacted during office hours by telephoning (02) 6266 2627 or emailing DPS.Bridge@defence.gov.au.

PAGE SET-UP

Paper

6.9 **Size and colour.** In accordance with the Australian Government's requirements, all forms of Defence correspondence—and the majority of other documents intended for internal circulation—should be developed for printing on A4-size paper using the portrait orientation. Unless colour is essential for understanding the document's contents, use black print on white paper.

6.10 **Preprinted stationery.** Stationery that is preprinted with an approved letterhead design may be used for external correspondence with the public, other Australian Government departments and their statutory authorities, and state, territory and local governments.

Page headers and footers

6.11 Headers and footers appear at the top and bottom of a page respectively (see Chapter 23). They contain information about the document, and they are separated from the main body of text.

a. **Headers.** These may contain protective marking(s)—security classification, caveat or privacy marking—page numbers, and a copy number. Publications may also contain identity information—title, publication number, part, and so on. Headers do not contain letterheads or logos.

b. **Footers.** These may contain only protective marking(s) and the document's electronic file name and directory path.

Horizontal spacing

6.12 Horizontal spacing is achieved by using left and right margins, indents and hanging indents.

6.13 **Margins.** The standard left and right margins for Defence documents are 25 millimetres from the paper edge.

6.14 **Indents.** The paragraphs of most Defence documents are indented for the first line to allow space for a numbering system to be used. The standard size of indent is 15 millimetres for first-level numbered paragraphs. Unnumbered paragraphs (as with correspondence, for example) are not indented.

6.15 **Hanging indents.** Subparagraphs (and often lists) use hanging indents where the second and subsequent lines start immediately beneath the first letter of the first line. Second-level numbered paragraphs have a 15-millimetre hanging indent while third-level numbered paragraphs have a 10-millimetre hanging indent. The three levels of bulleted paragraphs—dot, dash, asterisk—are indented 15, 10 and 10 millimetres respectively. Second-level and third-level unnumbered paragraphs have hanging indents of 15 and 10 millimetres respectively (see 6.48).

Vertical spacing

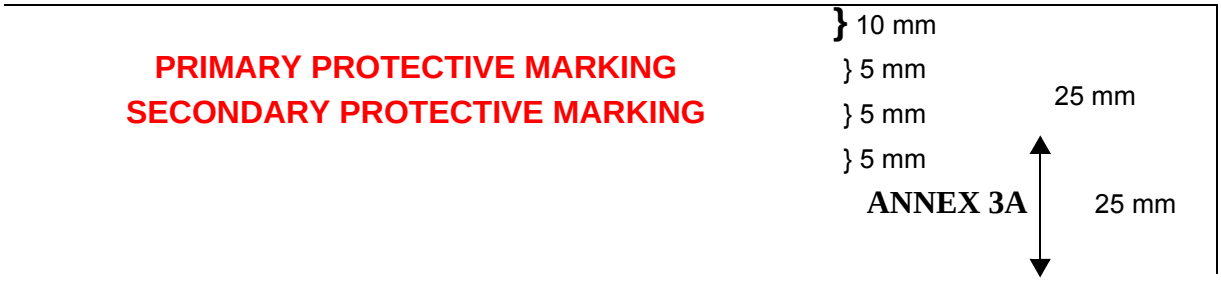
6.16 **Margins.** There are two standards for top and bottom margins in Defence documents:

a. The default standard is 20 millimetres from the paper edge.

b. Where there is a header or identification block the margin at the top of the page is 10 millimetres.

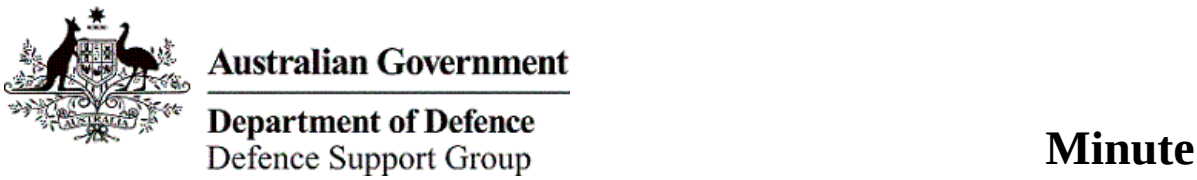
6.17 **Line spacing.** The spacing between the header and an identification block is one clear line. The first line of text of a document is one clear line below the lowest point of the header, page number or identification block.

6.18 **Protective markings.** If a security classification, caveat or privacy marking is required on a document, it should be centred at the top and bottom of every page in the header and footer. The example that follows shows the spacing when two protective markings are used. Note the clear line between the marking and the identification block; see also 6.40.



6.19 **Letterheads.** A printed heading at the top of paper used for correspondence—especially a heading giving the name and address of the organisation—is called a letterhead. Designs for correspondence letterheads should not normally extend beyond 40 millimetres from the top edge of the paper (or the bottom of the security classification and/or other protective markings if used) for letters and 25 millimetres for minutes and other Defence documents.

6.20 To help readers quickly identify the purpose of correspondence, include the document type—minute or brief—as part of the letterhead. Right-align the word, in line with the Group name, using bold, first letter capitalised, then lower-case, and 18-point Times New Roman font—for example:



6.21 For correspondence using paper with a letterhead, the first line of text (usually the file reference) should be one line below the lowest point of any emblem or line of text used to form the letterhead. On the second and subsequent pages, position the first line of correspondence one clear line below any protective marking and the page number.

6.22 **Single spacing.** With the exception of the circumstances listed in the following paragraph, use single spacing in all Defence documents.

6.23 **Double spacing.** Leave one clear line between lines of text:

a. as an option throughout a draft of a document being submitted for consideration, comment and amendment

b. for speeches—to assist the reader

c. as an option in the text of briefs

d. between paragraphs, whatever their level

e. preceding and following the salutation—for example, 'Dear Bruno'—in letters

f. preceding the closure—for example, 'Yours sincerely'—in letters

g. before and after

(1) protective markings—when two lines of markings are required, use single spacing between them—when they are not part of a header

(2) page numbers, when they are not part of a header

(3) main and group headings

(4) list blocks, such as file references, annexes and enclosures—the information in the blocks being spaced to provide visual clarity

(5) recipients' address blocks

(6) identification blocks

(7) dates of documents.

Copy numbering

6.24 When a document and copies of it are numbered for control or security reasons, place the copy identifier—including the total number of copies distributed—in the top right-hand corner of the first page of the document and of any supplementary documents. The copy identifier should be in the following form: Copy 1 of 15, Copy 2 of 15, and so on.

6.25 A distribution list is mandatory when copies of a document are numbered. Identify each copy as issued to a specific addressee, regardless of the number of addressees:

Distribution		**Copy Number**
ASTD	(CP3–1–100)	1
ASPP	(R1–1–10)	2
For information:		
DCCI	(BP6–1–02)	12

Page numbering

6.26 Do not show the page number on the first page of a document unless it is a classified document. For subsequent pages, place consecutive Arabic numerals (not bolded, and the same size as the text), starting with the number '2', at the top centre, one clear line below any protective marking.

6.27 When a protective marking is not required, the page number is placed centrally, 10 millimetres from the page's top edge. The text then starts after one clear line. When a protective marking is required, both it and the page number should not extend lower than 30 millimetres from the page's top edge.

6.28 If a publication is divided into chapters, identify pages first by the chapter number, followed by an en rule (see 4.52), then the page number. The number at the top of this page is an example.

6.29 Supplementary documents should be numbered separately but linked to the main document by their reference information. The page numbering of Annex 1A therefore appears as 1A–2, 1A–3, and so on, and the numbering of, say, Appendix 4 to Annex 1C would have the page numbers 1C4–2, 1C4–3 and so on.

6.30 The page numbers of an extract from another publication or a document that is an enclosure should remain as they are in the original document.

6.31 **Classified documents.** The first page of a document that is classified CONFIDENTIAL, SECRET or TOP SECRET must detail the total number of pages—for example, 'Page 1 of 15'. The cover and subsequent pages, including those marked 'intentionally left blank', must show each page number consecutively—for example, 'Page 2 of 15', 'Page 3 of 15', and so on.

Font selection

6.32 To maximise the consistency and readability of Defence documents, use 12-point Times New Roman as the standard font. The following are exceptions to this general rule:

a. 12-point Arial for electronic screen work (excluding emails), fax cover sheets, messages (signals) and tables

b. 10-point Arial for emails and some publications—variations in font size are used in some publications to meet the needs of their intended readership

c. font size increased to provide textual contrast in main headings and protective markings (see 6.62 and 6.40 respectively).

Note also that separate guidance is provided for speeches (see Chapter 15).

6.33 **Small capitals.** When a word or an expression (such as a brand name, security classification or acronym) needs to be fully capitalised in the text, SMALL CAPITALS—which are not so DOMINANT—can be used.

6.34 To assist onscreen reading, computer word processing functions can alter the text image size without altering the font size.

Alignment

6.35 Align text on the page to help highlight words, to facilitate referencing, and to make the page look inviting to readers. Left- and right-aligned text is set so that both vertical sides are straight. When text is centred, each line of text is centrally positioned between the margins, and both left and right sides appear ragged. The following examples illustrate these features:

Left-align written text and headings (except main headings) and electronic file name references. This is called 'ragged right'.

Right-align identification blocks of supplementary documents, copy numbering and the columns of currencies in tables.

Centre main headings in a document (such as part, chapter and section headings) and the subject heading of an annex or appendix. Also apply centre alignment to protective markings, page numbering, and identifiers and headings of figures and tables.

When a computer's automatic horizontal spacing ensures that both left and right sides of the text are straight, the term 'justified text' is used.

Watermarking

6.36 Watermarks are normally used to show the status of a document—a draft, for instance, or that the readership is limited. Any word or figure can be used, the most common ones being security classifications, 'Draft', or version numbers. They are used where they will be easily seen but will not obscure the content of the document.

6.37 Watermarks can be applied in several ways:

a. Microsoft Word has a watermarking facility—'Format, Background, Printed Watermark'.

b. Some printers can apply watermarks. Follow 'Print, Properties, Watermark'; the next dialogue box will indicate whether the facility is available at the nominated printer.

c. Adding a watermark manually is awkward but feasible. Check that the watermark does not interfere with the readability of the document by printing a test page.

PROTECTIVE MARKINGS

6.38 Some official information needs special protection because of the adverse consequences that could result from its unauthorised disclosure. All files and documents containing such information should be classified with one or more protective markings. Protective markings cover:

a. **National security classifications.**

b. **Non-national security classifications.**

c. **Caveats.** These are not classifications in themselves and must only be used in addition to a security classification for information with special security requirements—for example, DELTEXT (delicate text) and COMINT (communications intelligence).

(1) Releasability indicators are caveats used to restrict readership to one or more specific groups of people. More than 30 releasability indicators—such as ANZUSEO (Australia, New Zealand and US eyes only)—are in use.

(2) Privacy markings are caveats used to ensure appropriate handling of matters that need safeguarding for administrative reasons, as distinct from security reasons. About 15 different types of 'in-confidence' markings are in use to show the limited distribution of a document, either by group name, as in 'CABINET-IN-CONFIDENCE', or by subject area, as in 'STAFF-IN-CONFIDENCE'.

6.39 All information must be correctly classified by its originator, and writers of information must apply the appropriate marking(s)—see Chapter 8. Note, however, that the amount of security-classified information must be kept to a minimum. Information is classified only if the consequences of its compromise warrant the expense of increased security protection.

6.40 Present protective markings in bold font with a minimum height of 5 millimetres, preferably in red, and centre-aligned. Position them 10 millimetres from the top and the bottom of every page as headers and footers.

6.41 Consult the *Defence Security Manual* or regional Defence Security Authority office for detailed information on the classification of information.

STRUCTURE

6.42 As the complexity and length of a document increase, readers' comprehension is facilitated if the content is structured into 'chunks' of related text. The basic structural forms of all Defence writing are sentences and paragraphs. Related paragraphs are presented as groups, related groups as sections, and related sections as chapters. In large documents such as books and manuals, chapters can be further collated into parts.

Paragraphs

6.43 Defence documents use three types of paragraphs—numbered, unnumbered and dot-point (or bulleted).

Numbered paragraphs

6.44 Paragraph identifiers such as numbers or characters allow readers to separate specific topics in a document, and they enable easy referral.

6.45 Although there is no limit to how many numbered paragraph levels may be used in a document, clarity suffers if too many are used; two levels should normally be the maximum in correspondence.

6.46 The following conventions apply to the numbering of paragraphs:

a. **First-level paragraphs.** Paragraphs forming the body of the document are numbered consecutively in Arabic numerals at the left-hand margin. The standard indent for first-level paragraphs is 15 millimetres from the margin. The numerals start with 1 and are followed by a full stop. There are three exceptions to this rule:

(1) If a document contains a single paragraph, it is not numbered and the text is not indented.

(2) In a publication divided into chapters, paragraph numbers are preceded by the chapter number followed by a full stop. For example, the first paragraph in Chapter 4 would be 4.1, the tenth 4.10, and the one hundredth 4.100.

(3) Legal and technical publications sometimes have different paragraph numbering systems. For example, the first main heading might be preceded by the number ‘1’. The first section heading would be preceded by the number 1.1, and the first group heading would be preceded by 1.1.1. Paragraphs would then follow on as 1.1.1.1, 1.1.1.2, and so on.

b. **Second-level paragraphs.** Identify second-level paragraphs by lower-case lettering followed by a full stop, starting with the letter ‘a’. Position the letter identifier at the left-hand margin, and begin the text after a hanging indent of 15 millimetres. When referring to a second-level paragraph omit the full stop after the letter identifier—for example ‘6.47b’.

c. **Third-level paragraphs.** Consecutively number third-level paragraphs in parenthesised Arabic numerals, starting with (1). If there is only one third-level paragraph, it is still numbered. Place the first bracket of third-level paragraphs 15 millimetres from the left-hand margin, and begin the text after a hanging indent of 10 millimetres. Third- and lower-level paragraphs retain their punctuation (parentheses) when reference is made to them—for example, ‘6.47c(1)’.

d. **Further sub-paragraphing.** Identify fourth-level paragraphs consecutively using parenthesised lower-case characters starting with (a). Use parenthesised lower-case Roman numerals starting with (i) for fifth-level paragraphs. Identify sixth-level paragraphs using parenthesised upper-case characters, starting with (A). For all levels of paragraph lower than the third, the first character is indented an additional 10 millimetres from that of the preceding level, and the text begins after a hanging indent of 10 millimetres.

6.47 Identifying paragraphs by numbers or levels is not always appropriate. Numbered paragraphs should not be used in:

a. correspondence to the public—only the first level (unnumbered) is normally used

b. condolence letters—numbering would convey an unsympathetic or impersonal tone

c. very short letters—for example, congratulatory letters requiring no further action or discussion

d. demi-official letters—see Chapter 11.

Unnumbered paragraphs

6.48 To avoid problems with referral, writers should use no more than three levels of unnumbered (including dot-point) paragraphs in documents. The following are examples of unnumbered paragraphs at three levels:

In a first-level unnumbered paragraph set the text on the margin, 25 millimetres from the paper edge.

margin

In a second-level unnumbered paragraph the text begins after a hanging indent of 15 millimetres.

In a third-level unnumbered paragraph the text begins after a hanging indent of 25 millimetres.

6.49 Unnumbered paragraphs are unsuitable:

a. for classified documents

b. when seeking detailed responses—comments such as ‘I refer to the sub-subparagraph of paragraph seven on the twelfth page ...’ or ‘I refer to the third asterisk under the seventh listed item in paragraph 12 ...’ are cumbersome and time-wasting when compared with ‘in paragraph 12g(3) ...’

Dot-point paragraphs

6.50 Dot-point paragraphs can be used to deliver a list of points for consideration—normally points without an obvious sequence or order. They are particularly suitable for briefs (see Chapter 12). Each item in a dot-point list is preceded by a bullet (•), an en rule (–) (see 4.52) or an asterisk (*). The bulleted form is the first-level paragraph, the en-rule form the second level, and the asterisked form the third:

• To help clarity, indent text 15 millimetres from the margin.

– To help clarity, locate the en rule 15 millimetres from the margin and begin the hanging text 25 millimetres from the margin.

* To further help clarity, locate the asterisk 25 millimetres from the margin and begin the hanging text 35 millimetres from the margin.

6.51 **Punctuation in dot-point paragraphs.** As with vertical lists (see 4.113), when dot-point items are full sentences, start each with a capital letter, punctuate as necessary, and end with a full stop. When the items are not full sentences, however, there is no capital letter and no punctuation at the end of each item, other than a full stop after the last one.

6.52 Dot-point paragraphs are unsuitable for classified documents and when seeking detailed responses.

Classifying individual paragraphs

6.53 In classified documents numbered paragraphs can be individually classified. Label each paragraph with the initial letter of its classification in parentheses and classify the whole document to a level at least as high as the most highly classified paragraph. More detail is available in the *Defence Security Manual* (Part 2, paragraph 30.26).

TITLES AND HEADINGS

6.54 Titles and headings are fundamental to textual contrast: they are signposts to readers, providing a brief descriptor of the content. They are not used in documents that are very brief or in personal letters such as those offering congratulations or condolences. See:

a. 3.83–3.84 for guidance on the capitalisation of titles and headings

b. 3.130–3.132 in relation to the use of italics for the titles of books, journals, films, and so on

Titles

6.55 The title or name of a publication or other document should reflect the content and enable the reader to determine what it is about. See also Chapter 24—'Publications'.

Headings

6.56 Headings describe parts of documents, such as chapters, paragraphs, illustrations and a bibliography. Clear and logical use of headings shows readers the relative importance of 'chunks' of information in a document and reveals the document's structure. Balance and differentiation between heading levels need careful consideration when a document is being developed.

6.57 Document writers may use three major levels of heading—main (part, chapter and section), group, and paragraph (there might be a number of possible levels), in that hierarchical order and with each differentiated by their presentation. The headings describe and control the content beneath them, until an equivalent or higher-level heading is reached.

6.58 With the exception of paragraph headings (after which text follows as for a new sentence) and list headings, leave a clear line between a heading and the text that follows.

6.59 Headings should not normally contain abbreviations—unless the heading and its abbreviation are used in a specialist document and are well understood.

6.60 **Subtitles and subheadings.** Subordinate divisions of titles and headings are called subtitles and subheadings respectively. Use a colon to separate a subheading from its heading or a subtitle from its title:

> 'Air Force intelligence: imperatives and initiatives towards 2030'

An exception occurs when the subheading or subtitle is positioned on a separate line below: in this case an em rule (see 4.52) is used instead of a colon:

> 'A critical dependence in the practice of air warfare—
> providing logistic support to air operations'

Main headings

6.61 Main headings describe the subject matter of the main elements of a document—such as parts, chapters and sections.

6.62 In Defence documents, main headings are centred on the page. The exception to this occurs in correspondence, when they are left justified. A main heading is presented in bold upper-case style. (Do not use italics in main titles or on any occasion when only upper case is used.) With the exception of correspondence, where the same font size as that of the text is used, the font size of main headings can be larger than that of the document's text to provide additional visual emphasis. The titles of this chapter and this section are examples of main headings.

6.63 If a main heading extends over two or more lines, use single spacing.

Group headings

6.64 A group heading is used to introduce one or more paragraphs dealing with a related topic. It therefore controls all paragraphs that follow until the next group or higher-level heading appears. Position a group heading on a separate line at the left-hand margin, use bold, and use the same font and size as are used for the text. A group heading takes an initial capital letter for its first word and for any proper nouns and adjectives derived from proper nouns; it should be neither numbered nor followed by a full stop. The heading above this paragraph is an example.

Paragraph headings

6.65 The content of individual paragraphs can be highlighted by headings that describe both their own paragraphs and any subordinate levels of paragraph. The use of a heading for one paragraph does not necessitate the use of headings for all paragraphs. The subjects of paragraphs without headings should, however, relate to the preceding paragraph heading.

6.66 A paragraph heading is located at the beginning of and within its paragraph, the content of the paragraph beginning one space after. Use the same font and size as are used for the text, use bold, and always finish with a full stop. Apart from using a capital for the first letter, capitalise only proper nouns and adjectives derived from proper nouns. The heading of the next paragraph is an example.

6.67 **Words following a paragraph heading.** Because the paragraph heading forms part of the contextual meaning of the paragraph, the words that follow need not be a repetition of those in the heading.

List headings

6.68 Headings often precede lists of information such as addressees, references and supplementary documents. Present list headings in bold with an initial capital for the first word. List items can be vertically spaced or unspaced, although common lists such as those for addressees, information, references, annexes, appendixes and enclosures are normally unspaced:

For information:
A/DGHP (R2–6–51)
PM IND (R1–5–0003A)
C-OG (G1–17–8, ADC WESTON CREEK)

Presentation of titles and headings

6.69 The formats used to present titles and headings depend on:

a. the type of document

b. the level of the heading

c. whether or not the heading is contained in text or referred to elsewhere.

6.70 Apart from the font size, alignment and spacing, there are four ways to identify and highlight the words of titles (and subtitles) and headings (and subheadings):

a. capital letters

b. bold font

c. italics

d. quotation marks.

6.71 **Headings within tables.** Ensure that both the format and the alignment of the headings used for rows and columns in tables enhance clarity. This is usually achieved by using the same font and size as the document's text and by aligning the headings to the centre.

REFERENCES, CITATIONS AND BIBLIOGRAPHIES

6.72 If sources contributing to a text are acknowledged, interested readers can research particular aspects of the subject. They can thus gain additional understanding and check the accuracy of content, or both. Acknowledgment also protects writers from difficulties with copyright and claims of plagiarism. In Defence, the use of references, the practice of citing and the provision of bibliographies are standard means of labelling, indicating consultation and acknowledging sources. When incorporated in a document, such referrals should include sufficient detail to enable a reader to locate the original material.

References

6.73 Referencing is used in Defence documents to identify a particular document and to direct the reader's attention to other documents. The relevance, authority and credibility of Defence writing are enhanced when the content of a document includes reference to related documents such as legislation, an official publication or previous correspondence.

6.74 **File references as labels.** A file reference is the number allocated by Objective (the document and records management system) or another registry to a file used for storing documents on the same subject. When included in a document such as correspondence, the number is normally positioned at the top, beginning at the left-hand margin and one clear line below the header or letterhead. No heading should precede a file reference. In cases where the document relates to the content of more than one file, each of those file references should be quoted in the form of a vertical list without a heading—for example:

2008/1437/2

2007/751/1

6.75 **Organisational references.** Work areas use organisational references to keep track of the correspondence they originate. An organisational reference is positioned on the line immediately below the file reference(s) and is followed by a clear line. Such a reference consists of the abbreviated name of the area, followed by a sequential number denoting the registration order of that piece of correspondence in that particular year, followed by a solidus (forward slash) and the last two digits of the year—for example, DPS 124/09 or CDF 123/08.

6.76 **References to related documents or events.** Information about the documents, meetings, events, emails, telephone conversations and other events referred to in a text should be provided in a reference list. Reference lists are often found in minutes and are used in many other Defence documents. They are not used in letters or where there is only one related document. Such references are always described in the text—for example, 'I refer to HDCS 169/09 of 19 May 09'.

6.77 **Reference lists.** A reference list bears the heading 'References' followed by a colon, both in bold. Position the word 'References' on the left-hand margin (25 millimetres from the paper edge), one clear line below the main heading (the subject of the document). The list itself is not in bold. Use an upper-case alphabetical character (A, B, C, and so on) followed by a full stop as an identifier for each reference and place it at the left-hand margin. Details of the reference begin after the alphabetical character on a tab point 15 millimetres from the margin. Start each reference in the list on a new, single-spaced line. A full stop is not used at the end of each reference. Only items referred to in the document's text should be included in that text's reference list.

6.78 Items in a reference list should provide all the information necessary to locate the source. Either the originating authority or the name or heading of a document is normally given first, then any identifying reference(s), followed by the date of issue. If a document has an Objective object identification number, that number can also be included, in parentheses at the end, to facilitate access to the document. When telephone calls are part of the list, the names of the parties should be included, beginning with the initiator of the call. Note, too, that, when citing the date in a reference, the accepted term is 'of', rather than 'dated'. This, together with other forms of reference, is illustrated in the following example of a reference list:

References:

A. RAAFCOL WAZ ADMIN 194/09 of 090204Z MAR 09 (AF123456)
B. HQTC 115/09 of 08 Sep 09 (NOTAL)
C. Telecon SQNLDR Green/WGCDR Chipp of 01 Oct 08 (AF123459)
D. Email CPL Little/SGT Turini of 1036 02 Oct 08 (Enclosure 2) (R123456)
E. *Australian Defence Force Writing Manual*

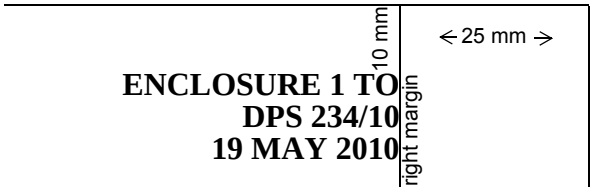
6.79 When quoting references within the text of internal Defence correspondence, use the terms 'Reference A', 'Reference B', and so on, or the abbreviated forms 'Ref A', 'Ref B', and so on. Whichever form is used, apply it consistently throughout the document.

6.80 Items in a correspondence reference list may be followed by the terms 'NOTAL' or 'Enclosure ...' in parentheses. NOTAL, meaning 'not to all', shows that the item was not addressed to all the intended recipients of the correspondence. The term 'Enclosure', together with a reference number, shows that the item is being sent with the correspondence (see 6.150–6.158).

6.81 **References as enclosures.** When not all those to whom correspondence is addressed have access to a reference, the item can be enclosed. Give the reference an enclosure number appropriate to its sequence in the document and include the word 'Enclosure' and the number in parentheses after the reference in the reference list (see item D in the example in 6.78).

6.82 To aid referral, sequentially number each enclosure (1, 2, 3, and so on) in the order in which it is introduced in the text of the correspondence. The list of enclosures then follows the signature block, date and, if needed, the annex list at the end of a document. Even a single enclosure in the list is numbered.

6.83 The first page of any enclosure is identified by a block in the top right-hand corner, above the subject heading. The block contains the enclosure number, the main document identifier and its date (expressed in full or shortened form) being on subsequent lines, all in bold upper case. The block is right justified, as follows:



An identification block is not necessary if it would deface an enclosure—for example, in the case of a cheque, photograph or map.

6.84 **Cross-references.** To direct the attention of readers from one part of a document to another, use cross-references. In the main body of text a cross-reference is normally introduced by the use of one or more words such as 'see', 'see also', or 'refer' (which may be in parentheses) or as part of the text—for example:

(see 6.73)

(see paragraph 24)

The illustration in Figure 111 was ...

The executive summary on page xi is ...

(refer to pages 23–4 of Enclosure 1)

When referring to second- and third-level paragraphs of a document, do not include the full stop used in the design of the second- or third-level paragraph number—'see 12g(1)' rather than 'see 12g.(1)'.

6.85 When paragraphs in the document are not numbered, as in a letter to the public, cross-references may be made by using words such as 'previous', 'following', 'above' or 'below'. Similarly, Defence essays may use a more flexible approach to cross-referencing, provided the meaning is clear.

6.86 **Page references.** Use the minimum number of figures when referring to page numbers—for example, ‘pp 57–9’, ‘pp 79–98’, ‘pp 96–102’ (except for numbers between 10 and 19 in each hundred: ‘11–13’ not ‘11–3’, ‘215–17’ not ‘215–7’). For Roman numerals, use whole numbers—‘pp iv–vi’, ‘pp xxvi’.

6.87 **Referring to electronically sourced information.** The following information is required for citing a website in a reference list, notes or a bibliography:

- author—the person or organisation responsible for the website
- site date—the date the site was created or last revised
- name and place of the sponsor of the source
- date of viewing the source
- URL

Department of Finance and Administration 2006, Department of Finance and Administration, Canberra, viewed 05 December 2006, <http://www.finance.gov.au/publications/annual-reports/annualreport05-06>

Australian Army, 06 November 2012, Chief of Army, Canberra, viewed 07 November 2012, <http://intranet.defence.gov.au/armyweb/sites/_home/ComWeb.asp?page=270069>

If the reference is to information obtained from an internal network, hyperlink the source.

6.88 **Referring to messages.** Messages are normally identified by the ‘message address’ of the originator, the Subject Indicator Code, and the number and date–time group used on the message by the originator (see, for example, Reference A in 6.78).

6.89 **Referring to publications, extracts and translations.** Refer to these by document number, document title, volume number, part number, section number, chapter number and paragraph number, in that order, as appropriate. Include page numbers only if paragraphs are not numbered—for example:

ADDP 1.0 *Personnel* 2006, 5–3

Department of Defence 1998, *Defence Employees Industrial Agreement 1998–99*, Part 2.15–4, bullet 3

The paragraph numbering sequence of an original document is retained; this is particularly important for translations from other languages.

6.90 **Referring to maps and charts.** Identify maps and charts in the following sequence: map series (and country or area if required), sheet number (and name if appropriate), edition and date, and scale:

1501 Air, SC52–15, Bathurst Island, ED1, 8–04, 1:250 000

TPC, R–13D, ED1, 7–03, 1:500 000

6.91 **Electronic file name reference.** When drafting documents writers should incorporate a footer containing the electronic file name, with or without the directory path, in the lower left-hand corner of every page. This helps readers find the electronic version of the document. A smaller point size (8 point is suggested) makes the addition less conspicuous—for example:

C:\ADC\DWS\DRAFT3\CH 03.DOC

When documents are released the electronic file name can be ‘hidden’, but it should appear on filed paper copies.

Citing

6.92 The weight of an idea or argument is increased when the idea or argument is supported, proven or confirmed by quoting or referring to an authority. This is called ‘citing’, and it is used in both written and spoken communication.

6.93 **Citing system.** Although other systems exist, the author–date, or Harvard, system is used for citing an authority in Defence writing. The method uses in-text references (within round brackets) that cite the author, the publication date and sometimes the page number (preceded by a comma) of the source. The bibliography provides the detail that will allow a reader to find the reference. There are three types of textual reference:

a. **Textual references to published works.** The following examples have acceptable text threads:

... (Churchill et al 2005)

... Churchill et al (2005) suggested that ...

... (Pike 1989, vol 1, pp 69–99)

... (Smith 1997a, p 117; Mason 1997, p 220)

... Fitzpatrick (2006b) disagreed with ...

In the last example, the 'b' after the date means that two acknowledgments for this author, both dated 2006, are cited in the bibliography or reference list; the first—in alphabetical order by title—is marked '2006a'.

b. **Textual references to unpublished works.** If the cited work is unpublished (for example, lecture notes) or in press (for example, a paper in the process of being published), it may be acknowledged as:

... (Lewis, unpub).

... Lewis (unpub) suggests that air power is essential in ...

... (Steinbach, in press).

... which disagrees with Steinbach (in press), who points out ...

c. **Textual references to the media.** When citing references to the media—newspapers and television, for example—include dates to enable precise location. If an abbreviated form of date is used, express the year in full if ambiguities across centuries might arise:

... (*Bulletin*, 16 Nov 05, editorial) ...

... (*Foreign Correspondent*, ABC Television, 19 May 08).

... (*Sydney Morning Herald*, 17 Oct 1906, p 12).

6.94 **Quoting exact words.** Accurate quotation of a speaker's or writer's words adds authenticity and authority to written text. Quoted matter should be reproduced exactly as it was first presented, even when the quoted matter contains errors. Such instances should be followed by the word 'sic' in square brackets to show that the writer is aware of the error. Use single quotation marks to identify quotations, unless the quotation is within another quotation, when double marks are used. (See 4.70–4.77 for more details and examples.)

6.95 Quotations that are longer than about 30 words are usually indented from both margins by 10 millimetres (or 15 millimetres if that text is at the left margin) and set in a smaller italic font. Quotation marks are not needed because the quoted material is set apart from the text. The source of the quote is presented without italics one clear line beneath the quotation, aligned to the right:

> *A sentence should contain no unnecessary words, a paragraph no unnecessary sentences, for the same reason that a drawing should have no unnecessary lines and a machine no unnecessary parts.*
>
> William Strunk, Jr

6.96 **Citing articles and chapters.** Use single quotation marks when citing the title of a publication such as an article, an essay or a chapter in a publication. Apart from capitalising the first letter of the title, use initial capital letters only for proper nouns and adjectives that are derived from proper nouns. If citing a chapter, use a comma to separate the word 'Chapter' and its number from the chapter title:

... see Chapter 1, 'Introduction', for a discussion of ...

6.97 **Citing interviews and discussions.** Rather than referring to printed material, a writer may cite an interview or discussion with an expert or some other person. Text referring to interviews and discussions should include the name of the person and when the event took place. There is no set form for presenting this information, but it should be written in a style that is complementary in tone and level to that of the surrounding text.

Bibliographies

6.98 Bibliographies and lists of further reading are provided so that readers can carry out further research or trace or check the facts presented in a range of published materials, such as books, journals, articles, papers, essays, newspapers and pieces of legislation, as well as unpublished material. All sources cited in a document must be included in that document's bibliography. List the sources under the heading 'Bibliography' after the main text of the document.

6.99 **Layout.** Under the group heading 'Bibliography', list the entries alphabetically by author, beginning at the left-hand margin. Left align the text and leave a clear line between entries, as in the example in 6.105.

6.100 Where the work is a compilation, such as a set of papers presented at a conference, the editor's family name should be used, followed by 'ed' in brackets (or 'eds' if there is more than one editor). In some cases, such as government publications, the organisation from which the work has emanated is considered the author body.

6.101 **Format.** Apart from reference to specific pages, the format of bibliographic entries is the same as that for references. Note that commas are used to separate the elements of each entry.

6.102 If an entry in a bibliography consists of one article, in a work containing several articles by different authors, list the titles of both the particular article and the name of the work, together with the page numbers of the article. The names of the authors should be separated by an ampersand (&) if there are two and by commas and an ampersand before the name of the final author if there are more than two. The first item in the example list in 6.105 illustrates this. In specialist publications, with textual references to works with more than three authors, give the family name of the first named author on the title page, without initials or given names, followed by the Latin abbreviation 'et al'. The first two examples in paragraph 6.94a. illustrate this. However, all authors may be listed in the bibliography, separated by commas and ampersand as described above.

6.103 **Unpublished material.** Material from lectures and theses and papers from conferences, seminars and meetings may be listed in a bibliography as unpublished material. Cite such material without quotation marks and without italics. The format contains sufficient detail to allow the reader to find the material if required—for example:

> Herman, JB 1994, Towards Regional Cooperation—Australia and Cooperative Research and Development Programs, paper presented to Course 47, RAAF Command and Staff College, Canberra.
>
> Jawhar, M 1992, The Making of a New Southeast Asia, paper presented at the Inaugural Asia-Pacific Defence Conference, Singapore, 3–5 Feb.

6.104 **Material from electronic sources.** In addition to printed documents, a bibliography can also list sources of material found on the internet. In this context writers should be aware that internet addresses and the information gathered from internet sites tend to be dynamic. To preserve an audit trail, such information should be printed and retained in hard copy.

6.105 The following are examples of entries in a bibliography:

> **Bibliography**
>
> Ball, D & Horner, D (eds) 1992, 'Strategic studies in a changing world: global, regional and Australian perspectives', *Canberra Papers on Strategy and Defence no 89*, Strategic and Defence Studies Centre, Australian National University, Canberra, pp 45–66.

Ball, D 1993, *Strategic Culture in the Asia–Pacific Region (with Some Implications for Regional Security Cooperation)*, Strategic and Defence Studies Centre, Working Paper no 270, Australian National University, Canberra.

Brown, G 1994, *Australia's Security: issues for the new century*, Australian Defence Studies Centre, Australian Defence Force Academy, Canberra.

Department of Defence 1994, *Defending Australia—Defence White Paper 1994*, Australian Government Publishing Service, Canberra.

Department of Finance and Administration 2001, Department of Finance and Administration, Canberra, viewed 07 August 2001, <http://www.finance.gov.au>.

Dibb, P 1986, *Review of Australia's Defence Capabilities: report to the Minister for Defence*, Australian Government Publishing Service, Canberra.

Dibb, P 1992, *The Regional Security Outlook: an Australian viewpoint*, Strategic and Defence Studies Centre, Working Paper no 262, Australian National University, Canberra.

Dibb, P 1994, 'Power shifts rule out defence complacency', *Australian*, 4 Oct, p 15.

Habib, AS 1994, 'The post–cold war political security landscape of the Asia–Pacific region', *Indonesian Quarterly*, vol XXII, no 1, Jan–Mar.

Herman, JB 1994, Towards Regional Cooperation—Australia and Cooperative Research and Development Programs, paper presented to Course 47, RAAF Command and Staff College, Canberra.

International Narcotics Control Board 1999, International Narcotics Control Board report for 1998, United Nations, Vienna, viewed 01 October 1999, <http://www.incb.org/e/index.htm>.

FIGURES, TABLES AND LOGOS

6.106 Inclusion of illustrative material in the form of figures (diagrams or pictorial representations such as photographs, drawings, charts and graphs), tables and logos is often helpful in communicating information and ideas. Note, however, that captions for such material must have corresponding alternative text ('alt text') in accordance with the Web Content Accessibility Guidelines 2.0, see Chapter 24, 'Publications'.

Identifying figures and tables

6.107 Figures and tables should be placed as close to their text reference as possible, and the text relating to the item should be annotated, as follows:

> ... (see Table 6.1).
>
> Figure 6.1 demonstrates ...

6.108 A figure or table is normally identified by a heading that concisely and unambiguously describes the matter presented. For reference purposes, use an identifier consisting of the illustration type and a consecutive reference number. The font size of the figure or table identifier, as well as the caption, should be the same as that used for the main body of the document.

6.109 **Layout.** For figures, locate the identifier centrally below the inserted matter; for tables, place it centrally above the inserted matter. Separate the numbered identifiers and the titles that follow them using a colon followed by a space and present them in bold. Apart from the first letter of the first word, capitalise only proper nouns and adjectives that are derived from proper nouns. A full stop is not required at the end of the title, even if the title is punctuated. In books and other large documents, provide a list of the figures and tables in the preliminary pages, following the list of contents.

6.110 **Figures.** The word 'Figure' is followed by its sequential number in Arabic numerals, starting with '1'. A colon followed by a space precedes any caption—for example:

> **Figure 1: Vehicle wiring diagram**

6.111 **Figures in chapters.** Individually identify each item by the word 'Figure' and follow this with the chapter number, a full stop and then the sequential figure number (numbered separately, starting with '1'), followed by a colon and a single space. This figure identifier precedes any title; the first figure in Chapter 2 would be identified as:

Figure 2.1: Engine bay wiring

6.112 **Tables.** The word 'Table' is followed by its sequential number in Arabic numerals, starting with '1'. A colon followed by a space precedes any caption:

Table 1: Squadron flying hours

6.113 **Tables in chapters.** Individually identify each item by the word 'Table' and follow this with the chapter number, a full stop and then the sequential number of the table (numbered separately, starting with '1'), followed by a colon and a single space. This table identifier precedes any title; the first table in Chapter 8, for example, would be identified as:

Table 8.1: Wing flying hours

6.114 **Protective markings.** Individual figures or tables may be individually classified (see 8.16). Label each figure in bold, with the initial letter of its classification in parentheses and classify the whole document at least as high as the most highly classified paragraph. Greater detail is available in the *Defence Security Manual*.

6.115 **Notes to figures and tables.** Place these at the base of the table or illustration, not at the bottom of the page or at the end of the chapter or elsewhere. Number them independently of any footnotes or endnotes.

Logos

6.116 Logos are trademarks or symbols designed to identify an organisation and assert its uniqueness. They can incorporate a coat of arms (as the generic Australian Government logo does), other symbols and limited text. Letterheads with organisation-specific content can be considered a logo.

6.117 **Departmental logos.** All Australian Government departments and agencies use a generic Australian Government logo. When introduced in 2003, this logo replaced all previous brands or logos in Defence, with the exception of Service and military emblems and branding.

6.118 The Department of Defence logo should always have prominence over other images and graphic elements. It should be placed on the cover of a document and on the title page of other publications, at the top left, top centre or top right. No other symbol may be placed above it or be larger than it. Adequate space must be allowed around the departmental logo to maintain the integrity of the Australian Government design.

6.119 The Department of Defence logo accords with the Australian Government Design Guidelines and consists of four elements:

- the Commonwealth Coat of Arms—Conventional Version 3A Solid
- the words 'Australian Government'—in Times New Roman bold
- an underline
- Department of Defence—in Times New Roman bold.

6.120 The logo is available in two layouts: as a horizontal, or inline, version (see the following) or as a vertical (stacked) version. Use only the horizontal version in Defence correspondence. The Coat of Arms must be a minimum of 20 millimetres wide. The departmental logo must be presented in one colour only (preferably black).

Australian Government
Department of Defence

6.121 Although the addition of identification to Group level is permitted for internal communication material, documents for an external audience must use only the generic version of the departmental logo since it represents both the civilian and the Service aspects of Defence.

6.122 Service and military logos must not be combined with the departmental logo.

6.123 Defence Force Recruiting is permitted to market the Services for recruitment purposes without the use of the departmental logo.

NOTES

6.124 Notes are used to add to the text information that is explanatory, relevant but not crucial to the argument, or simply of interest. They can be used in any kind of document but are not generally used in correspondence, briefs or abridged material.

6.125 **Footnotes and endnotes.** Notes can be contained within the text (being enclosed by parentheses), but the flow of text is better maintained if they are placed either at the foot of the page (footnotes) or at the end of the document or chapter (endnotes). The decision whether to use footnotes or endnotes is a matter of judgment, depending on the size of the document, the number of notes, and the intended readership: both cannot be used in the same document. Multiple and lengthy footnotes can cause problems by making a page 'bottom heavy' in appearance. A portion of the final note can run over to the next page, but changing the structure of the argument to preclude a long footnote might be preferable.

6.126 **Identifiers.** Notes are most commonly identified by sequential Arabic numerals. In Defence usage the number is usually 'reset' to '1' at the start of a new chapter. For specific requirements, however, numbering can be continuous throughout a volume. When few notes appear in a document, symbols such as an asterisk (*) can be used instead of numbers. Symbols are also preferred in mathematical works, to obviate the possibility of confusion. In tables containing numbers, superscript lower-case letters should be used to identify notes.

6.127 **Placement.** Place note identifiers within the text:

a. at the end of a sentence or clause, rather than immediately after the words to which they relate

b. before all punctuation marks except those at the end of sentence

c. wherever possible, immediately after direct quotations.

Format them in superscript, two sizes smaller than the regular text.

6.128 Position the footnotes at the end of a page, separated from the main text by the footnote separator, which is a rule drawn horizontally from the left margin, one line above the footnote text, as illustrated here:

---

1 Too many footnotes (ie more than five) occurring on the same page can pose problems in page make-up.

2 Word processing software, in general, inserts footnotes and endnotes and offers options for formatting them automatically.

Position the footnote number at the left margin and indent the text 15 millimetres. Use a font two points smaller than the main text for both the number and text, and leave a clear line between entries.

6.129 Position endnotes at the end of a chapter or at the end of a complete document, before the bibliography and index (if there is one). Under the group heading 'Notes', format them as for normal text:

Notes

1 Too many footnotes (ie more than five) occurring on the same page can pose problems in page make-up.

2 Word processing software, in general, inserts footnotes and endnotes and offers options for formatting them automatically.

6.130 **Notes to figures and tables.** Place these at the base of the table or illustration, not at the bottom of the page or at the end of the chapter or elsewhere. Number them independently of any footnotes or endnotes, using lower-case letters (‘a’, ‘b’, ‘c’ etc) if numbers are used in notes to the main text.

6.131 **Font style and size.** Use the same font style for notes as used for the document’s text, but one point smaller. Use superscripts for the note identifiers within the text.

6.132 **The onscreen environment.** Footnotes and endnotes are largely irrelevant in the onscreen environment, particularly when documents are created in a mark-up language that enables a more interactive form of noting, such as pop-up or drop-down boxes or hyperlinks.

SIGNATURES

6.133 Defence documents are authorised by a signature, the signatory being responsible for the content and any handling instructions. In the past, all signatures were handwritten. Now however, electronic signatures are also used.

Handwritten signature

6.134 Whenever a signature is handwritten, write the signatory’s name immediately below, so that no misunderstanding about their identity can arise.

Electronic signature

6.135 Any method that applies a signature to an electronic communication is an electronic signature. Electronic signatures are legally defensible and can be used as evidence when the following conditions are met:

a. confidentiality—only the intended recipients can read the communications

b. data integrity—electronic communications cannot be changed either during transit or once the data is at rest without detection

c. authentication—the authenticity of the parties involved with the transaction can be verified

d. non-repudiation—parties involved with a transaction cannot deny their involvement.

6.136 There are various types of electronic signatures:

a. Digital signatures which are a subset of electronic signatures are a cryptographic technique that encrypts a hash or digest of a document with a user’s private key. This creates a unique and unforgeable identifier that can be checked by the receiver to verify authenticity and integrity, and to provide non-repudiation.

b. A digitised signature should not be confused with a digital signature. A digitised signature is a computerised image of the written signature of an entity. It may be attached to a document as an image of the original written signature, and it can be copied, altered and is not bound to the document. Digitised signatures **do not** meet the requirements in the preceding paragraph.

c. A signature on a physical document which has been scanned is acceptable as evidence in law when:

   (1) the digital record is stored in the DRMS

   (2) proscribed digitisation and scanning standards are met

   (3) the source record is managed in accordance with General Records Authority 31 for source records after they have been copied, converted or migrated.

6.137 For more detail on the use of electronic signatures see Chapter 3 of *Records Management Policy Manual* and the authoritative Ministerial and Executive Coordination and Communication Division’s Electronic records website.

SIGNATURE BLOCKS

6.138 Defence documents are authorised by a signature, the signatory being responsible for the content and any handling instructions. The identification details of the signatory are contained in a signature block. For further detail on the positioning of signature blocks, see the relevant document-specific chapters; for the use of postnominals, see 3.26–3.30.

6.139 Documents should be signed above the signature block, between the last line of text (or the complimentary close of a letter) and the signature block. Leave five clear lines for the signature. If the signature block falls on a second or subsequent page, it must be accompanied by at least two lines of text.

6.140 **Information in the signature block.** A document's signature block contains the following information:

a. initials (or given name), family name, and postnominals (if applicable)

b. rank (if applicable)—in full, using initial capitals only

c. appointment—in full, using initial capitals only

For example:

IM Field, DSC
Lieutenant Colonel
Director Land Support

or

Juanita Bear, DipEd
Director Defence Publishing

As is evident, the first line, presenting the given name (or initials) and family name of the signatory, is in bold; other lines are not.

6.141 **Signing on behalf of another person.** When one person is delegated to sign for another who is absent on leave or duty, the details given below the signature remain those of the person responsible for the content and on whose behalf the document is signed. The delegate should write their initials and family name in capitals below their signature (to assist in making contact if required) and 'for', in lower case, in the margin beside the authorised signatory's name, followed by 'AOD' (absent on duty) or 'AOL' (absent on leave) to the right of the signatory's name. In the following example, what is to be handwritten is shown in italics:

Delegate's signature

INITIALS + FAMILY NAME in clear capitalised manuscript

for **RS James** *AOD*
CMDR, RANR
DDESC

6.142 When a subordinate is authorised by a superior to sign documents of a routine nature on their behalf, the subordinate's name and rank (military only) are printed in the signature block, followed by 'for' and the appointment of the superior:

Subordinate's signature

JS Green
LCDR, RAN
for DDESC

6.143 Detail about the content and presentation of the signature blocks used in particular document types is provided in the relevant chapters.

Information accompanying the signature block

6.144 **Signatory's contact details.** Leave a clear line between the signature block and the signatory's contact details, which can include the location, telephone or mobile phone number, facsimile number and email address, each on a separate line.

6.145 **Date.** Signed documents are dated on the day they are signed. The month and year should appear below the signature block, with one clear line between the date block and the preceding information. For external Defence documents or demi-official letters, use the full form of the short date—for example, 14 February 2008. For internal Defence documents such as minutes, use the abbreviated form of the date—for example, 14 Feb 08. For more detail on the form of dates see 5.67–5.73.

6.146 **Handwritten day of the month.** The day of the month should be handwritten when a document is signed. For this, leave a space of 10 millimetres between the margin and the month for the handwriting:

SUPPLEMENTARY DOCUMENTS

6.147 Annexes, appendixes and enclosures are types of supplementary documents. They are used to provide additional detail or information that would interrupt the flow of the main document or make it unnecessarily long. Because not all supplementary documents are physically attached, the word 'attachment' should not be used as a substitute for 'annex', 'appendix' or 'enclosure'. 'Attachment' is, however, used to refer to supplementary documents attached to emails.

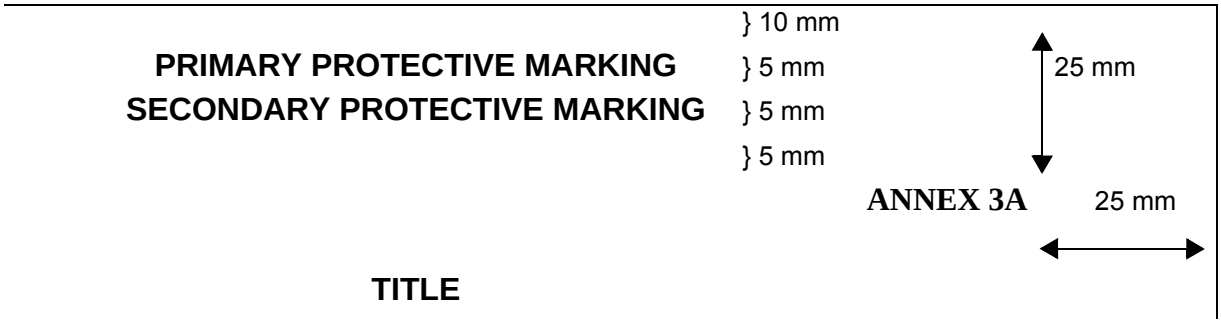
6.148 Use a centred main heading for the title of an annex or appendix.

Annexes

6.149 An annex is a document that supports a 'parent' document: its context becomes clear only when it is read in conjunction with that parent. A full listing of positions against salary increments, for example, might be relegated to an annex, and the parent document could then draw attention to portions of that information. Similarly, although a short table could be placed in the text of the parent document, it is advisable to place longer tables in an annex.

6.150 All annexes must be referred to in the text of their parent document by an identifying letter of the alphabet. The first annex referred to in a document is Annex A, the second Annex B, and so on. In a document with many annexes, however, annexes can be numbered by chapter—Annex 4A, Annex 4B, and so on. This publication provides an example. The reference letter (or number and letter) and names of all annexes are also listed in alphabetical order at the end of the text or, in large documents, in its contents list.

6.151 The first page of an annex is identified by a block in the top right-hand corner (right aligned), above the subject heading. The block contains the reference of the annex (for example, Annex A) in bold upper-case letters. Additional identifying information may also be included. The following are examples of identification blocks for an annex:



10 mm ← 25 mm →

ANNEX A TO
DPS 234/10
19 MAY 2010

right margin

6.152 The numbering of pages of annexes is covered in 6.29.

Appendixes

6.153 Just as annexes amplify their parent documents, so appendixes amplify annexes. They are numbered serially in Arabic numerals in the order in which they are referred to in the parent annex, and they are listed at the end of their parent annex, identified and set out in the same way as annexes. Each appendix has its own identification block—for example:

10 mm ← 25 mm →

APPENDIX 1 TO
ANNEX A
DPS 234/10
19 MAY 2010

right margin

6.154 The numbering of pages of appendixes is covered in 6.29.

Enclosures

6.155 Items (normally documents) that are complete in themselves and dispatched with a covering document are called enclosures. They are listed serially, using Arabic numerals, in the order in which they are introduced in the text of the covering document. Even a single enclosure is numbered.

6.156 If an enclosure has a copy number (for example, in the case of a classified document) the number is given after the enclosure heading. Enclosures can have their own annexes and appendixes. The first page of an enclosure is identified by a block in the top right-hand corner, above the subject heading, that contains the enclosure number and the main document identifier and its date (expressed in full or abbreviated) on subsequent lines, all in bold upper-case letters. The block is right aligned. The following are examples of an identification block for an enclosure:

ENCLOSURE 1 TO
DPS 234/10
19 MAY 2010

right margin

[paper top edge] …… ← 25 mm →

ENCLOSURE 1 TO
ADFWC 234/08
18 AUG 08

[paper right edge]

Note that the identification block for an enclosure may be handwritten or printed on a label that is then stuck to the top right-hand corner of the enclosure.

6.157 An identification block is not necessary if it defaces an enclosure, as would occur in the case of a cheque, photograph or map.

Listing supplementary documents

6.158 To list supplementary documents, use the list heading ‘Annex’, ‘Appendix’ or ‘Enclosure’ (or their plural forms if there is more than one) followed by a colon, in bold:

a. for an annex (as listed in the parent document)

margin

Annexes:
A. Example of the format used for a brief
B. Example of the format used for a minute

b. for an appendix (as listed in its respective annex)

margin

Appendixes:
1. Gross domestic product: Thailand, 1998–2008
2. Gross domestic product: Indonesia, 1998–2008

c. for an enclosure (as listed in the parent document)

margin

Enclosures:
1. DI(G) LOG 4–1–001 *Defence Explosive Ordnance Manual* 2 March 2007
2. *Style Manual for Authors, Editors and Printers*

When identifying and referring to document chapter annexes, and their appendixes, simplify the identifiers. For example ‘Annex D to Chapter 3’ becomes ‘Annex 3D’ and ‘Appendix 2 to Annex C to Chapter 5’ becomes ‘Appendix 5C2’.

6.159 Do not use any punctuation marks at the end of an annex, appendix or enclosure heading. The only exception to this is if the heading of the supplementary document ends in a question mark or an exclamation mark.

6.160 **Titles in the list of supplementary documents.** When listed, the titles of supplementary documents should use the exact wording of the document’s title or name. They are not bolded and, apart from the first letter of the first word in the title, capitals should only be used to begin proper nouns and adjectives that are derived from proper nouns.

6.161 **Order of listing.** List annexes before enclosures in the parent document. If another annex or enclosure is added to the parent document, ensure that the references of any subsequent items are amended and that the respective list is updated. Treat additional appendixes similarly in their annexes.

Conventions applying to supplementary documents

6.162 **Textual reference to material located in supplementary documents.** The following examples show how to refer to information in supplementary documents:

The list of participants is in [not ‘at’] Annex A.

Superannuation payment details are reported in [not ‘at’] Enclosure 1.

6.163 If you are enclosing a single document, refer to it according to what it is: The form headed ‘Leave application’ is enclosed.

6.164 **Translations.** Wherever possible, an English translation should accompany a foreign-language document; the translation becomes an enclosure:

‘The letter from Jacques Toutbon (Enclosure 1, with translation in Enclosure 2) ...’

See 6.81–6.83 for more information about enclosures.

CHAPTER 7

DOCUMENT AND RECORD MANAGEMENT

7.1 Any document or object (paper or electronic) created by Defence personnel in the course of their duties is considered to be a record under the *Archives Act 1983*. Those records must be managed in accordance with the requirements established in that Act.

7.2 All Defence personnel are responsible for managing records in accordance with the *Archives Act 1983*. Defence personnel who fail to meet these responsibilities may be subject to criminal penalties specified in the Act. The *Records Management Policy Manual* provides guidance to Defence personnel on complying with records management obligations. All Defence records must be managed in Objective, which has been endorsed by the Defence Committee as the mandated records management system.

7.3 Further information regarding records management can be found on the *Records Management Policy* website.

CHAPTER 8

DOCUMENT SECURITY ANNOUNCEMENT AND RELEASE

8.1 Information is one of the most valuable resources Defence holds. All information handled by Defence personnel and external service providers is official information, which must be protected.

8.2 All official information, classified or not, is protected from unauthorised disclosure under the *Crimes Act 1914*. There are also regulatory provisions in the *Freedom of Information Act 1982* and the *Archives Act 1983*. Defence information may be released only in accordance with the *Defence Security Manual* (DSM).

8.3 Official information is classified according to the degree to which its compromise could adversely affect national security, the Australian Government, commercial entities or members of the public. Knowledge of the existence of such information is controlled by announcement statements, and access to the information is controlled by release statements.

8.4 The DSM, the Australian Government's Protective Security Policy Framework (PSPF) and the *Information Security Manual* (ISM) are the authoritative publications for information security in Defence. Consult these references whenever you are in doubt about the marking, transmission, transfer, storage or destruction of information.

8.5 Procedures and conventions for the management and storage of Cabinet documents are detailed in the *Cabinet Handbook* (see the section entitled 'Security and handling of Cabinet documents').

REQUIREMENTS OF THE WRITER

8.6 Before beginning to draft official documents, always consider the classification of:

a. the subject to be covered

b. the information to be conveyed

c. the medium used for drafting and publishing

d. the intended audience for the information and, in particular, the nationalities of the intended audience.

If in any doubt about any of these, consult the DSM and authorised security staff.

8.7 During the writing process, classify the draft in accordance with the guidance in the DSM and regularly review the classification decision to ensure that it remains valid. Always take care—especially when drafting on a computer (either networked or stand-alone)—to ensure that the computer or network is security-accredited for the work.

8.8 If during the writing process the classification of the content is determined to be higher than the computer or network being used:

a. stop work immediately

b. lock the workstation

c. immediately inform the local security officer and Information System Security Officer.

Do not save the file.

REQUIREMENTS OF THE REVIEWER AND THE RELEASING AUTHORITY

8.9 The reviewer and the releasing authority must ensure that the appropriate classification and markings (including copy numbers, if required) are applied to all drafts and to the final released version.

Classification

8.10 All official information must be classified, handled and stored in accordance with the DSM. Classified draft or working papers must be dated when created, marked with the overall classification and with the annotation 'Draft' or 'Working Paper', and destroyed when no longer needed.

8.11 The person responsible for preparing the information must decide its security classification. When information is being created, the originator must assess the consequences of damage from compromise or misuse of the information. If adverse consequences could occur, the information must be security-classified. For details about how to assess the classification of a document, see the DSM.

8.12 Once information has been identified as requiring security classification and has been categorised as being either national security or non-national security information, a protective marking must be assigned to the information. The protective marking shows all users of the information the required level of protection.

8.13 Certain security-classified information—most notably some national security–classified information—can bear a security caveat (for example, Cabinet-in-Confidence or COMINT) as well as a security classification. The caveat is a warning that special requirements, in addition to those indicated by the protective marking, apply to the information. Caveats are not classifications in their own right and must not appear without the appropriate protective marking.

Markings

8.14 All paper-based security-classified documents must be marked conspicuously with the appropriate protective marking at the top and bottom of each page (see 6.38–6.40). Documents with covers—such as books, pamphlets and reports—should show the protective marking on the front cover, title page and rear cover. Any binding or fastening of pages must not obscure the protective marking.

8.15 The protective marking must be in capitals, in bold text, of a minimum height of 5 millimetres and centred 10 millimetres from the top and bottom of the page. If a computer system can generate printed protective markings in red, that colour is preferable.

8.16 The elements of a document—individual paragraphs, tables, figures, illustrations, and so on—can be security-classified. This procedure is especially valuable if the document is likely to be quoted. To be of any use, all elements should have a protective marking to indicate their classification. The security classification of the document as a whole must be at least as high as the most highly classified element in that document. If elements are not individually classified, it is safe to assume they have the same classification as the whole document.

8.17 If elements of a document are security-classified, present the protective marking in bold, either in full or abbreviated by the first letters of the markings—for example, (S) for SECRET, (P) for PROTECTED and (U) for UNCLASSIFIED. The protective marking should be placed at the beginning of the heading or paragraph, with a single space before the first letter of text. Documents prepared in this way should have an explanatory note at the beginning.

8.18 In some cases the annexes or appendixes to a document require security classification although the rest of the document remains unclassified, and sometimes an annex or appendix requires a classification that differs from that of the document itself. If the annex or appendix has a higher classification than the principal document, the document's front cover must show that the document and the annex or appendix as a whole cover a higher classification—for example, CONFIDENTIAL – covering – TOP SECRET.

Aggregation

8.19 The security classification of a file must be at least as high as that of the most highly classified document it encloses. Certain compilations of security-classified information can need a higher classification than that of their component parts because the combination of the information creates greater value and a higher risk of compromise. This is normally referred to as 'aggregation' and is particularly relevant to collections of electronic information.

Registration

8.20 Material that is classified CONFIDENTIAL or above must be:

a. registered when it is completed as a finished document

b. retained for more than seven days after creation, regardless of the stage of development or whether it is dispatched.

RELEASE STATEMENTS AND ANNOUNCEMENT

8.21 Originators and/or sponsors of Defence information must use primary release, announcement and secondary release statements to facilitate the effective handling of documents. These statements must reflect the criteria relating to the release of information.

Information release criteria

8.22 The security classification of Defence information, including caveats, is one factor determining the release of information. An individual's access to classified material is to be no greater than is necessary for that person's efficient performance of their duties on behalf of or to assist the Australian Government or as part of an agreed international exchange of information. Individuals listed on the primary release or fitting the category described in the secondary release statement may have access to an item.

8.23 If there is any doubt about the suitability for release of official information because of its sensitivity or classification, refer the matter to the originator and/or sponsor of the information. In accordance with the DSM, all cases concerning the release of classified information outside Defence must be referred to the appropriate security authority—either an approved Releasing Authority or the Exchange of Military Information Committee (Australia). The existence of official exchange agreements between Australia and other countries does not automatically provide blanket approval for information release. Each request for access to information that is outside the scope of the release of that information is subject to the prescribed security processes and procedures. Official information that is not sensitive or classified must be authorised before its release outside Defence.

8.24 People to whom classified information is to be released must be security-cleared to a level commensurate with the security classification of the information and must have a current 'need to know'. The passing of classified information to a person or an organisation depends on the recipient having adequate storage facilities and other physical security measures to protect the information from unauthorised access.

8.25 **Classified information originated by the Defence Intelligence Organisation and the Defence Signals Directorate.** Authority for the release of classified information by the Defence Intelligence Organisation and the Defence Signals Directorate is vested in each of these agencies and their elements. Accordingly, do not refer such information to the Exchange of Military Information Committee (Australia) for purposes of advice and/or approval.

8.26 **Responsibilities of document originators and sponsors.** Originators and sponsors of Defence information are required to ensure that the information they publish or manage is classified correctly to protect against unauthorised disclosure. That includes the classification of an entire document or components of a document (that is, the title or the abstract) and determining the primary distribution list, the announcement statement and the secondary release statement. An understanding of the information being presented and the security requirements contained in the DSM is essential, regardless of the intended target audience.

8.27 The scope of Defence information subject to this requirement covers all publication types, electronic and paper-based.

8.28 Form AL 149, 'Document control data record' has been developed and is available in the web forms system to record details of restrictions and limitations relating to Defence information. The form is to be completed by originators and/or sponsors of Defence information before a publication's promulgation.

8.29 Originators and/or sponsors must include in their document either the completed form or the announcement and release statements derived from the completed form. The completed form or derived statements should preferably appear on the reverse of the title page of the document, close to the originator and/or sponsor details. Inclusion of this information is mandatory for the protection of Defence information.

8.30 **Protection of documents from unauthorised disclosure.** Assessment of the following document characteristics determines the level of protection to be granted to Defence information:

- **Classification of the document.** Originators and/or sponsors may treat a document as a whole when assigning a level of classification or separately consider the title, the abstract and the body. Further guidance is contained in the DSM.

- **Classification of the abstract.** Originators and/or sponsors may assign a lower-level classification to a document abstract than that assigned to the document as a whole and possibly higher than that assigned to the title.

- **Classification of the title.** A lower-level classification may be assigned to a title compared with that assigned to the document as a whole: knowledge of the existence of a classified document has fewer security implications than knowledge of the document's content. The lower the classification of the title the more widely the information may be announced. Further guidance about the assignment of a classification to the title of a document is provided in the DSM.

Primary release

8.31 The individuals or groups listed for initial distribution of a document at the time of publication constitute its 'primary release'. Compilation of the primary release list is the responsibility of the originator and/or sponsor. All those outside the primary or secondary release who seek access must be referred to the originator and/or sponsor.

8.32 Unclassified Defence publications are available to all Defence personnel (even those not included in the primary release) via the intranet and a CD–ROM – titled 'Electronic Defence Documents' (e-Docs). Such publications are predominantly administrative in nature and are unlikely to be provided to outside bodies regularly. Regardless of a document's classification, however, formal approval from the originator and/or sponsor is required for distribution beyond the primary and secondary release statement.

Announcement statement

8.33 The announcement statement defines the groups that are permitted to know of the existence of a document; it covers announcement by word of mouth, in bibliographies, as citations in other documents, and by recording the document on electronic databases, corporate intranets and the internet. Placing strict announcement limitations on a document implies a high level of security classification and can involve the use of classified systems, passwords and secure environments.

8.34 Proper use of announcement statements, combined with careful consideration of the security classification given to the title of a document, contributes significantly to protection from unauthorised disclosure.

8.35 The announcement of information falls into one of four categories:

a. **May be announced to the public.** There are no limitations, security classifications, caveats or privacy markings preventing the announcement or acknowledgment of the document to the widest possible audience.

b. **May be announced to Defence, its contractors and their equivalents in [countries as stated] and Australian Government departments.** Announcement of the document is limited to permanent Defence employees, members of the Australian Defence Force, external service providers in Australia and their equivalents in the countries defined, and Australian Government departments. It is the responsibility of the originator and/or sponsor to define the countries to which a document may be announced.

c. **May be announced to Defence and its equivalent in [countries as stated] and Australian Government departments.** Announcement of the document is limited to permanent Defence employees, members of the Australian Defence Force and their equivalents in the countries defined, and Australian Government departments. It is the responsibility of the originator and/or sponsor to define the countries to which a document may be announced.

d. **Not to be announced.** Announcement of the document is solely at the discretion of the originator and/or sponsor. The document is not to be otherwise acknowledged, verbally advertised, cited in other publications, or recorded on any electronic medium.

Secondary release statement

8.36 The secondary release statement defines the groups that are permitted to have access to a document in addition to those named in the primary release. Release of the document to an individual depends on the person having an appropriate security clearance and a 'need to know', and they must belong to a group defined in the secondary release statement. Proper use of secondary release statements contributes significantly to preventing unauthorised disclosure of information.

8.37 The secondary release of a document is categorised by one of the following six statements:

a. **May be released to the public.** There are no limitations, security classifications, caveats or privacy markings restricting the release of the document.

b. **May be released to Defence, its contractors and their equivalents in [countries as stated] and Australian Government departments.** Release of the document is limited to permanent Defence employees, members of the Australian Defence Force, external service providers in Australia and their equivalents in the countries defined, and Australian Government departments. It is the responsibility of the originator and/or sponsor to define the countries to which a document may be released. Any requests for access by people or organisations not covered by the secondary release statement and not included in the primary release must be referred to the originator and/or sponsor.

c. **May be released to Defence and its equivalent in [countries as stated] and Australian Government departments.** Release of the document is limited to permanent Defence employees, members of the Australian Defence Force and their equivalents in the countries defined and Australian Government departments. It is the responsibility of the originator and/or sponsor to define the countries to which a document may be released. Any requests for access by people or organisations not covered by the secondary release statement and not included in the primary release must be referred to the originator and/or sponsor.

d. **May be released to Defence.** Release of the document is limited to permanent Defence employees and Australian Defence Force members. Any requests for access by other people or organisations must be referred to the originator and/or sponsor.

e. **The release is regulated.** The originator and/or sponsor require(s) the information in a document to be available only to specific groups, positions or individuals. Any request for access by groups, positions or individuals not included on the primary distribution list must be referred to the originator and/or sponsor.

f. **The release is controlled.** The originator and/or sponsor require(s) the document to be very rigidly controlled by making it available to positions and individuals, for their use only, as specified in the primary distribution list. Any request for access from positions or individuals not on the primary distribution list must be referred to the originator and/or sponsor.

CHAPTER 9

EMAIL

9.1 This chapter provides guidance on using email to convey official information. It does not deal with formal military messaging such as signals (Chapter 13) or informal emails such as those sent to friends. Nor does it provide guidance on how to use email software. It deals with conditions of email use, the structure of an email, the style to be used, the presentation of content, email options and tools, and emails as Defence records.

9.2 Many aspects of email use are subject to Defence and other government policies and users must be familiar with them:

a. Defence Instruction (General) (DI(G)) CIS 6–1–001, 'Appropriate and inappropriate use of information and communications technology resources'

b. the *Defence Security Manual*, Parts 3 and 4

c. Information Systems Security Practices and Procedures.

USE

Users' responsibility

9.3 In Defence, email is a means of business communication, and users have a responsibility to use it efficiently, effectively, ethically and lawfully. Defence personnel are held accountable for emails sent in their name, and private opinions expressed in Defence emails could be interpreted as reflecting not only personal attitudes but also those of Defence. Care needs to be taken—see DI(G) ADMIN 08–1, 'Public comment and dissemination of official information by Defence personnel'.

9.4 The following actions relating to email are strictly prohibited:

a. creating or exchanging email that is offensive, harassing, obscene or threatening

b. exchanging proprietary or intelligence information or any other privileged, confidential or sensitive information, both outside Defence and within Defence where there is not a legitimate 'need to know'

c. creating and exchanging advertisements, solicitations, chain letters and other unsolicited email

d. creating, storing or exchanging information in violation of the *Copyright Act 1968* or the *Privacy Act 1988*

e. disposing of or destroying information in violation of the *Archives Act 1983*

f. reading or sending email from another user's account, apart from under properly delegated arrangements

g. altering or copying emails or attachments belonging to another user in a way that misrepresents the intent of that user.

Moreover, it is important to consider the impact an email might have on the recipients—in terms of their time, the email's relevance to their work, their communication preferences, and the reaction the email might provoke. Carelessly sent emails can overload busy people.

Limitations of and alternatives to email

9.5 Email is commonly used for communication because it is a fast, and usually effective, means of communication with one or more people. But it does have limitations that require consideration:

a. **Delivery is not guaranteed.** There is no guarantee that the intended recipient will actually receive the email, so do not rely on email for immediate responses to pressing matters. There are software options for requesting a 'delivery receipt' or 'read receipt' (see 9.58), but if an addressee is not using a Defence network these cannot be relied on as the recipient can decline to send a receipt.

b. **Email might not have official authorisation.** Anyone can send an email without authority.

c. **Security and privacy cannot be guaranteed.** Email is neither absolutely secure nor absolutely private. An inaccurate keystroke or mouse click could result in a response being sent to all addressees instead of the intended sole addressee. Such an error could have major consequences—an undesired admission of personal opinion or restricted information being sent to unintended readers, for example. Furthermore, at various points during transmission an email can be intercepted, copied and stored. It can also be edited and forwarded by the recipient and any subsequent recipients.

d. **Personal contact can be reduced.** Email communication can be impersonal and should be supplemented with regular meetings and telephone contact.

e. **Context might be lost**. When an email message is taken out of context and viewed in isolation, the sender's meaning might be misconstrued. Similarly, an email reply, when read in isolation from the message that triggered the response, might also be misunderstood.

f. **Content might be misinterpreted.** If an email is complex, technical or in danger of being misinterpreted without the assistance of voice tone or visual gestures, it might be wiser to make a telephone call or arrange a personal meeting.

Other forms of correspondence offer alternative means of documented communication, and a telephone call or face-to-face discussion can, in many circumstances, be preferable.

9.6 **Using the intranet.** Emails with large attachments can slow down Defence communication networks, particularly if they are sent to many people. Consider instead placing the information on the Defence intranet and using an email containing a hyperlink to inform users of the information's availability and location. This can be a good option when no response or comment is required—for example, in the case of pamphlets, newsletters and articles. Note, however, that any information placed on the Defence intranet will be available to anyone with access to the folder and file.

9.7 When deciding whether to send information by email or place it on the intranet, consider:

a. the 'need-to-know' principle of security

b. the recipient's access to the network—particularly from remote locations

c. the possible impact on the performance of the Defence network.

Ownership

9.8 Email generated in the Defence information environment is the property of Defence and, through it, the Commonwealth. Anything written in an email can become part of the permanent record of Defence.

Personal use

9.9 Reasonable personal use of the Defence email system is permitted—see DI(G) CIS 6–1–001, 'Appropriate and inappropriate use of information and communications technology resources'.

9.10 **Web-based email services.** Defence policy prohibits the creation and sending of email using web-based email services such as hotmail, gmail and yahoo. These services are handled by internet servers that do not perform the same level of virus or security checking as the Defence email system. Defence emails must be sent only by using Microsoft Outlook or Lotus Notes software provided in the relevant Defence network's Standard Operating Environment.

9.11 With the exception of spam, which must be handled as described in 9.16–9.19, there is no barrier to receiving emails from and sending them to web-based email addresses using Defence email software.

9.12 **Subscribing to email lists.** To prevent information overload, an unnecessary burden on the network, and the receipt of unwanted advertising and spam, minimise subscriptions to periodic email (such as technical updates and virus warnings) from commercial providers.

Security

9.13 All email originating within Defence, whether sent to recipients inside or outside the Defence organisation, must be labelled with the appropriate security classification (see 8.10–8.13) and in accordance with Defence Information Management Policy Instruction No 4/2005, 'Standard Defence email markings and handling'. Both a security label and a precedence marking are automatically inserted in emails in accordance with the drop-down menus in the Defence Outlook template. If an email is not labelled it will be blocked at the gateway, and the sender will receive an automated message saying the email has infringed security policy and has therefore not been delivered.

9.14 Classified information (including IN–CONFIDENCE information) should be transmitted by email only when the entire network being used has the necessary security classification.

9.15 Only UNCLASSIFIED information should be sent to external addresses via the internet or other unprotected networks.

9.16 **Spam.** Spam filtering is applied at the Defence Internet Gateway for security reasons to reduce network use and to avoid wasting readers' time.

9.17 Spam filters sometimes block legitimate email. If this happens contact Defence Restricted Network Support and provide details of the expected email—such as the sender, the date and, if possible, the subject—so that it can be recovered.

9.18 Some spam inevitably makes it through the Defence spam filters. To help Defence improve its understanding of the techniques spammers use, spam emails should be attached to a blank email and sent to spam@defence.gov.au. Never 'forward' the spam email: this could introduce malware (malicious software) to the network.

9.19 Sending an email to DRN or to the spam address above authorises the exposure of the contents of that email to email administrators, for tracing action and anti-spam system-support activities. If there are privacy concerns, guidance is provided in DI(G) CIS 6–1–001, 'Appropriate and inappropriate use of information and communications technology resources'.

Size restrictions

9.20 To avoid overloading and slowing down communication networks, there are handling and size restrictions on email entering and leaving the Defence domain. Emails exceeding specific sizes are captured and held, and the originator is informed. The size limits can vary with time: see the Chief Information Officer Group's *Products and Services Catalogue* for the current limits.

9.21 Before sending an attachment to an email address outside the Defence domain make sure the intended recipient(s) can receive attachments and check whether they have any limits on file size. Many large files can be compressed (or 'zipped') to reduce their size before being attached to an email.

9.22 **Exemptions for email size limits.** Defence Restricted Network users whose business justifies the receipt or transmission of email that would otherwise be blocked—that is, users who routinely receive or transmit oversized email—should contact the Defence Gateway Administrator to discuss options for exemption from the email size limits.

STRUCTURE

9.23 Accepted norms for structuring an email make it easier for recipients to understand and to act on. Emails usually contain:

a. header material

(1) importance and sensitivity indicators

(2) addressees—the ‘To:’, ‘Cc:’ and ‘Bcc:’ fields

(3) subject heading, precedence, classification and caveat indicators

(4) attachments, if applicable

b. body

(1) classification, caveat and file reference, if appropriate

(2) salutation

(3) content

(4) complimentary close

c. signature block

d. Defence ownership statement

e. other important statements, as necessary.

Header material

9.24 **Importance and sensitivity indicators.** These indicators appear at the top of an Outlook email and show the level of importance of the email (low, normal or high) and the sensitivity of its content (that is, a privacy caveat—normal, personal, private or confidential). Before writing the body of a message, consider the need to apply these options and select any indicators required.

9.25 **Addressees.** Address emails (in the ‘To:’ field) to the people who need the information or who need to take action. A ‘carbon copy’ (in the ‘Cc:’ field) can be addressed to people who need to know that the information has been sent but do not need to take any action.

9.26 For reasons of accountability and transparency, Defence does not use the ‘Bcc:’ (‘blind carbon copy’ or ‘blind courtesy copy’) field for business communication.

9.27 **The subject heading.** An accurate subject heading allows readers to quickly see what the message is about and whether it is relevant to them, even before they open it. The abbreviation ‘RE’ or ‘FW’ in front of a heading shows that the email is either a response to one sent or a forwarded email. Note that Outlook automatically inserts the precedence and classification indicators after the heading.

9.28 Keep the following in mind when writing subject headings:

a. **Use descriptive subject lines.** People are more likely to read and reply to messages they can easily identify and prioritise. Try to write subject lines that tell recipients what the email is about without them having to open it. A vague or misleading subject line can stop recipients from opening, reading and acting on a message. As far as possible, and where appropriate, the subject line should be a summary of the message; for example, instead of ‘Pay Office‘ write ‘Pay Office unattended Friday 0900 to 1200’. Importantly, if you are replying to a message but introducing a new subject or theme, amend the title to reflect this.

b. **Keep subject lines short.** Use no more than eight words for the subject line. If it is any longer, the subject line might not display in full in the recipients’ inboxes, and it might be truncated as a file name in document management software. If a long subject line is necessary, make sure the first few words identify the general subject matter.

c. **Avoid gimmicky subject lines.** Do not use gimmicky, misleading subject lines to draw recipients in. Your colleagues are busy and will not appreciate receiving an email they cannot readily identify.

d. **Do not overuse the word 'urgent'.** Overuse will weaken the impact of your email and make it less likely that a genuinely urgent message will be taken seriously. If something is truly urgent, use the precedence indicator or the message importance setting or use some other form of communication.

9.29 When writing the heading, capitalise the initial letters of only the first word and any proper nouns and adjectives derived from proper nouns.

9.30 **Precedence, classification and caveat indicators.** Outlook has three possible precedence indicators: ROUTINE, ROUTINE [ACK] and PRIORITY [ACK]. The Defence Restricted Network also has two levels of security classification: IN–CONFIDENCE and RESTRICTED. If the IN–CONFIDENCE indicator is selected, a choice of privacy caveats is offered. As with the importance and sensitivity indicators, set these indicators before writing the body of your message. When the email is sent, the precedence and classification indicators automatically appear at the top of the body of the email.

9.31 **Attachments.** Just as letters can have enclosures, emails can have attachments in the form of electronic files, which can be documents, graphics, images and video. Be aware that the file size of a video, in particular, can be large (see 9.20–9.22).

9.32 Certain file types—including files with the extensions .bat, .com, .dll, .exe, .java, .js, .pif, .scr, .vbs and .vbx—are blocked from entering the Defence Restricted Network because they pose risks to the Defence information environment. If you have a genuine need to receive a file of this nature, contact DRN Support (telephone 133 272) and arrange to have the file downloaded.

The body of the email

9.33 **Classification, caveat and file reference.** The classification and any privacy marking are automatically incorporated in the body of a Defence email, above the content. If, because a hard copy of the email will be placed on a file, a file reference is appropriate, include it above the email's content.

9.34 **Salutation.** The guidelines for salutations in email are less stringent than those applying to more formal correspondence. A salutation can be excluded in an email, especially if there is not a specific contact name, but note that this can seem impersonal and could be considered impolite by some recipients. The following are generally accepted conventions for email salutations:

a. For the military, do not 'excuse rank' in a salutation. Use 'Sir', 'Ma'am' or the rank of non-commissioned members when emailing a senior person, and use the rank and family name, or the given name when emailing someone of equal or lower rank. 'Ladies and gentlemen' can be used as the salutation for a group of senior members—thus avoiding the inelegant 'Sirs and ma'ams'.

b. When addressing a very senior Defence civilian, a title ('Mr', 'Mrs', and so on) and family name may be used.

c. It is usually sufficient to just use the recipient's name, but it is also acceptable to preface it in less formal messages with a greeting such as 'hello'. If you are emailing someone in a non-English speaking country, however, and you are unsure about how to address them, consult the Directorate of Protocol and Visits.

d. When addressing an email to a team, use the team's name.

9.35 **Content.** As with all correspondence, emails should be restricted to a single topic. If, however, it is necessary to deal with a second topic, refer to both topics in the subject line and clearly differentiate between them in the body of the email.

9.36 The structure of an email's content is important: it helps people to quickly understand why they have received the message and what they are supposed to do. Email recipients go through an internal dialogue for every piece of communication they receive:

a. Must I read this?

b. When do I need to read it?

c. What am I supposed to do?

d. How am I to do it?

e. By when must I do it?

f. Where can I get help if I need it?

If the content of an email answers these questions in that order the recipient will process the information with ease and be able to respond with ease. Begin, therefore, with the most important information. If actions are required in response to the email, for example, state this first, along with what action is required, by whom and when.

9.37 If an email is long, summarise the contents in the first sentence or paragraph. If the email is more than two-thirds of a screen long, use headings to help the recipient move through the text. Well-constructed headings help recipients scan through and understand the gist of the email.

9.38 When an email is used for a continuing discussion, scrolling through long email chains in order to grasp the thread of the messages can be time-consuming and annoying. It is better to cite the relevant passage and then provide a response.

9.39 Do not change the original wording when replying to or forwarding an email. Annotate material in a different colour and direct addressees' attention to the annotations—for example, when responding to a series of questions.

9.40 **Complimentary close.** The complimentary close to use on an email depends on the nature of the relationship between its sender and the recipient and the degree of formality of the communication. Words such as 'Yours' and 'Regards' followed by the sender's name are acceptable.

Signature

9.41 As with the complimentary close, using a full name or just a given name as a signature depends on how well known the recipient is and how formal the communication is. With someone who is reasonably well known, their given name may be used, whereas the full name and rank (if appropriate) would be preferable if a recipient is not known or if the communication is official.

9.42 **Signature block.** A signature block adds useful context. It shows the sender's name and rank (if appropriate), their role in the organisation, and how to contact them—preferably using the minimum number of lines:

John Smith
LCDR, RAN
Staff Officer Personnel, Defence Support Group
R1–5–A036 Russell Offices, PO Box 7902, Canberra BC ACT 2610
02 6123 4567, mob 0401 234 567, fax 02 6123 4568

9.43 The only attachment that may be used in a signature file is a virtual business card, or 'vCard'. Do not include quotations, graphics, background graphics, wallpaper, or sound or movie files: they waste resources.

9.44 **Defence ownership statements.** All Defence email, whether generated on a Defence system or not, must include the following Defence ownership statement as the last line of the email below the signature block and any important statements (see 9.45):

> **IMPORTANT:** This email remains the property of the Department of Defence and is subject to the jurisdiction of section 70 of the *Crimes Act 1914*. If you have received this email in error, you are requested to contact the sender and delete the email.

The text is the approved wording and may not be amended. It should be in a smaller font (for example, Arial 8 point) and contain no paragraph returns, to reduce the length of the email. Note, however, that the ownership statement must not be included on unofficial (personal) emails sent using Defence resources.

9.45 **Important statements.** Some emails might also need to include an important statement that is directly related to the content of the email—for example:

> **IMPORTANT:** Legal professional privilege can be claimed in respect of the above legal advice. Care should be taken to avoid unintended waiver of that privilege. Unintended waiver can occur if the existence or content of the advice is disclosed. Stating a view that is based on legal advice does not waive privilege, providing the legal advice is not referred to or quoted from. If legal professional privilege is waived, the whole of the legal advice may have to be produced in litigation or under FOI. To keep this privilege, the purpose and content of this advice must only be disclosed to persons who have a need to know and on the basis that those persons also keep it confidential.

All important statements must be cleared by the Chief Information Officer Group. Include them only when appropriate, place them above but separate from the Defence ownership statement, and use the same smaller font (for example, Arial 8 point) with no paragraph returns.

STYLE

9.46 The style used in emails can facilitate or impede recipients' understanding of their content. Emails used for business purposes must be written and managed in a professional way, with the standards of politeness and professionalism used in written business communication.

9.47 It is acceptable in business communication to use the first and second persons—words such as 'I', 'we' and 'you'—to make an email recipient feel they are being directly addressed and perhaps to make them more receptive to the message.

9.48 Initial email exchanges should be more formal than subsequent ones, when writer and recipient will probably be on less formal terms. For example, when communicating for the first time, the opening and closing could be:

> Good morning CMDR [their surname may or may not be added]
>
> [Introduction of subject, with verb forms probably in the third person]
>
> Regards
>
> [First name and surname]

After some exchanges—and depending on the level (rank) of the addressee—the opening and closing text could become:

> Stefan
>
> [In response to your query about …]
>
> Mike

9.49 The importance of tone and style cannot be over emphasised; neither can the general rule of 'never writing what your mother would not wish to read'. Remember that emails are permanent: once sent they are stored on a computer server somewhere, possibly for all time.

PRESENTATION

9.50 Although they can be changed, numerous elements of an email's presentation, such as default fonts and text spacing, are set by the software. Many of these elements, and others such as text structure, the use of headings and paragraph spacing, are the same as those used for other Defence documents (see Chapter 6). The following paragraphs discuss areas of presentation that are particularly relevant to emails.

9.51 The ways people read on screen and on paper differ. Reading on screen is slower—by up to 25 per cent, according to some studies—and more tiring than reading on paper. Several factors contribute to this:

a. The resolution on monitors is lower than on paper, which makes the text less clear and thus harder to read.

b. A computer screen exposes readers' eyes to radiated light, whereas paper reflects light.

c. It is less natural to read text on a vertical monitor than on a more horizontal surface, such as a book or newspaper.

To compensate for these drawbacks, make text easy to read. Write in plain English using short, simple constructions and Arial 10 point as the font.

9.52 **Contrast.** The readability of an email can be improved if the contrast between background and text is maximised. The recommended combination is black text on a white background.

9.53 **Lists.** When more than two items are presented, use a list structure to help the reader scan the text for keywords. Use a bulleted list if there is no sequence or priority in the order in which the items are presented; use a numbered list if there is a sequence or order of priority involved—for example, when describing steps in a procedure.

Prominence

9.54 A mix of bold and capital lettering and varied font sizes can be used—judiciously—to increase the prominence (highlighting) of titles and headings, words and text. Increase the level one step at a time: **bold**, CAPITALS, **BOLD CAPITALS**, a larger font size, and so on. The steps can be used in any sequence to achieve the desired effect, but the application should be clear and consistent within a document.

9.55 Do not underline to create prominence: underlining is generally reserved for hyperlinks.

9.56 **Colour.** Another way of highlighting words—particularly in electronic documents, for which background highlighting and shading are options—is to use colour. Care is necessary, though: not all readers can perceive colour, and in printed documents unnecessary printing costs or difficulties might arise.

9.57 Minimise the use of capital letters for more than single words—this is considered the equivalent of shouting. Long passages that are entirely in upper case can offend and cause readers to lose interest before they even start reading. The eye is accustomed to reading a mix of upper-case and lower-case letters, and upper-case messages slow the reader down by up to 12 per cent and can impede their comprehension.

OPTIONS AND TOOLS

9.58 **Tracking delivery and whether read.** Microsoft Outlook email options can be set to automatically send a receipt when an email is received and another when it is read. Care is needed, though. On Defence networks the 'read' advice is provided as soon as the email is opened, and so it is not a reliable indicator of whether an email has actually been read and understood. Moreover, if an email is read using a program's preview mode, no 'read' advice is produced. If formal acknowledgment of receipt is required, include an acknowledgment request marker, 'ACK', in the subject line.

9.59 The following are other Outlook options that are useful when preparing and sending emails:

a. programming an email not to be sent before a particular date

b. setting one or more email addresses for responses to be sent to

c. encrypting the content.

9.60 **The 'out-of-office' reply.** Defence personnel who are going to be away from their desk for more than a day should set up an out-of-office reply to automatically advise people that their email is not being read. The notice should contain an expected return date and provide alternative contacts for urgent matters:

> I will be out of the office from Mon 17 Dec to Thu 20 Dec (inclusive). If you need urgent assistance during that time, please contact jason.smith@defence.gov.au.

EMAILS AS DEFENCE RECORDS

9.61 Any email that provides evidence of Defence business-related activities, events and transactions and that contains evidence of an action or decision is a Defence record and therefore a Commonwealth record. Business records must be retained in accordance with the *Archives Act 1983*, taking into account the continuing business, legal, compliance, operational and historical value to the organisation. The *Records Management Policy Manual* states:

> All electronic data created or received in the conduct of Defence business are Defence records under the *Archives Act 1983* and need to be managed in accordance with the Act. Electronic records must be registered and managed within a recordkeeping system with the same care as paper records.

9.62 In case of doubt, an email is a business record and must be retained if:

a. It relates to official Defence business.

b. It proves that a business-related event or activity occurred.

c. It provides evidence of a transaction—including a description of what was purchased or sold, the value and the quantity.

d. It identifies who participated in or had knowledge of a business activity or event. All address lines ('From:', 'To:' and 'Cc:') are equally important and noting that Bcc is not used in Defence business (see 9.26).

e. It has legal or compliance value.

f. It approves or authorises an action.

g. It is a formal work-related communication among staff.

h. It signifies a policy change or development.

i. It commits Defence to an arrangement or a business deal.

j. It issues an instruction or advice.

k. It provides guidance to or constitutes formal communication with people inside or outside the organisation.

9.63 An email should not be retained as a record in the following circumstances:

a. The information it contains is captured in one of the Department's Enterprise Resource Planning programs—that is, SDSS, ROMAN or PMKeyS.

b. It is a draft and has no further value once the final document has been produced.

c. It is a personal message or announcement not relating to official business.

The email should be deleted as soon as it is no longer relevant.

9.64 The *Records Management Policy Manual* provides definitive Defence guidance on records management.

Management responsibilities

9.65 Table 9.1 shows four types of email and the individuals responsible for managing them.

Table 9.1: Responsibility for email management

Type of email	Person responsible
Internal to Defence	The sender of the message or the initiator if the message is being sent on someone else's behalf
Sent externally	The sender of the message
An external message received by one person	The recipient of the message
An external message received by more than one person	The person responsible for the action required by the message

Storing email business records

9.66 Do not store email business records within the messaging system or in personal file directories. They must be stored in the Document and Records Management system (Objective) or in an authorised repository. If the Objective is not available, an email that is a business record must be printed and placed in the corporate paper-based record-keeping system.

CHAPTER 10

MINUTES AND FAXES

10.1 Minutes and faxes (or facsimiles) are two of the three most common types of internal correspondence in Defence (the third being email messages, which are covered in Chapter 9). This chapter provides guidance on the writing of minutes and faxes. Note that the first letter of the word 'minute' is generally written in lower case, but it should be capitalised or the sentence containing it reworded if there is any potential for confusion with the measure of time or the minutes associated with meetings.

MINUTES

10.2 Although email messages have replaced minutes in many areas of Defence business, a minute provides a more formal method of communication—one that clearly identifies the authority of its origin—and may be handwritten. Use minutes for internal correspondence both within and across functional areas, and limit them to a single subject or issue.

Minute structure and presentation

10.3 A minute contains information in segments, usually in the following order:

a. protective marking(s) (security classification, caveat and/or privacy marking), if required, at the head and foot of each page

b. letterhead

c. file and organisational reference, the latter being optional

d. address block

e. heading, or subject, of the correspondence

f. reference list if required

g. text with numbered paragraphs

h. signature block lists of supplementary documents if required.

The conventions governing the presentation of each of these segments are described in Chapter 6—except for those associated with the address and signature blocks of minutes, which are covered in this chapter. Annex 10A provides an example of a minute containing formatting notes that are cross-referenced to paragraphs in both this chapter and Chapter 6.

10.4 Use 12-point Times New Roman font and, except where noted elsewhere in this chapter, regular, not bold or italic, font style. The abbreviated forms of ranks, appointments, telephone and fax numbers,) and dates are used unless the full form is necessary for understanding.

Address block

10.5 Each minute carries an address block that lists the addressees and usually their delivery addresses.

10.6 **Addressee.** The addressee of a minute is usually referred to by their appointment in abbreviated form. Where there is no accepted abbreviation, the appointment can be expressed in full. If the appointment of an addressee is not known, the addressee's name can be used.

10.7 It is sometimes useful to identify the person appointed to a position, in which case the addressee's name is included after the appointment and placed in parentheses—for example:

Chair, ADFA Interview Board (COL ML Gambotto)

10.8 There are three categories of addressee: action, through and information.

10.9 **Action addressees.** Recipients of minutes who are required to act following receipt of the correspondence are 'action' addressees. List them, without a heading, in bold in a single-spaced vertical list beginning at least one clear line below the file (or organisation) reference number.

10.10 **Through addressees.** When a minute needs to be seen for comment, concurrence or noting by someone before it reaches the action addressee, one or more 'through' addressees may be included in the list of addressees beside the respective action addressee. The originator of such a minute should arrange the list of intended recipients so as to achieve maximum benefit in the circulation.

10.11 Each through addressee of a minute is responsible for processing the minute without undue delay. They might send the minute back to the originator with comment, add comment for the benefit of the ultimate addressee, or simply acknowledge receipt of the correspondence by striking through their appointment and adding their initials and an abbreviated date.

10.12 If the action and through addressees are closely located, save space and simplify the listing by including both recipients on the same line. Use regular font (not bold) for the through addressee. The example that follows shows spacing of 40 millimetres for the action addressee, tabbing using 10-millimetre increments to contain the through addressee details, and then the delivery address.

← 40 mm →	← 70 mm →	
DNEI	(through: SO Navy Establishments)	(CP4–7–153)

10.13 The following address block is an example of complex 'through' addressing where delivery addresses are not required:

COMDT ADFA	(through: SO COORD)
DCOMDT ADFA	
CO MCW	(through: OC D Sqn)
	(through: ADJT)

The order of a minute's circulation among through addressees is top down. In this example, CO MCW's copy of the minute would first be seen by OC D Sqn. They would strike through the appointment name, initial next to it and comment, if desired, before forwarding the minute to ADJT. Similarly, ADJT would initial the appointment name, comment if necessary, and then forward the minute to CO MCW.

10.14 **Information addressees.** People other than action addressees who need to be informed of the content of correspondence can be sent a minute 'for information'. List their appointments and locations in single spacing using normal font, under the list heading **'For information:'**. Position this heading on the left-hand margin one clear line below the action addressees and any through addressees:

OC	ATW

For information:

ADMINO	(HQ)
EXEC WOFF	(HQ)

10.15 If a 'for information' address list includes through addressees, present them on the same line as their 'for information' addressee:

For information:

COMDT ADFA	(through: SO COORD)
CO MCW	(through: OC D Sqn)

10.16 **Multiple addressees.** List multiple addressees in the order of appointment seniority. If the seniority of an appointment is not known, list the addressees alphabetically.

10.17 When more than one of Defence's senior appointments is to receive a minute, use the order shown at the Defence Restricted Intranet front page under 'OUR ORGANISATION'.

10.18 **Distribution lists.** A separate distribution list can be used if an address list is too long to appear at the beginning of a minute—that is, if its inclusion on the first page of the minute would leave insufficient space for at least two paragraphs of text after the minute title and any references. Place the list either at the end of the main document or on a separate page and before any supplementary documents) When a distribution list is used, replace the address section of the correspondence with the instruction **'See distribution'** presented as a group heading.

10.19 As with an address list, separate the names and locations in a distribution list into action and information groupings, set on the left-hand margin and in single spacing. Columns can be used for a long list. When preparing a distribution list, observe the conventions of multiple addressing described above.

10.20 Use the group heading **'Distribution'** at the top of a distribution list and apply single spacing between each item in the list. The details of each addressee should begin on the left-hand margin, with the addressee appointment and the delivery address either in full or abbreviated.

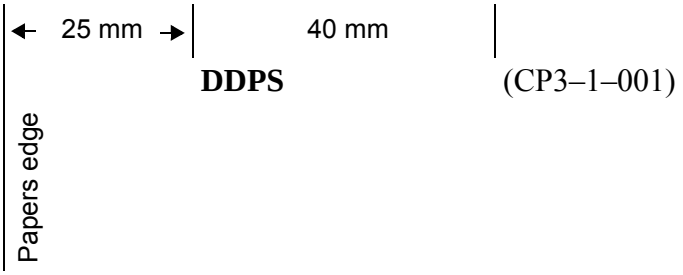
10.21 When copies of a minute are numbered for control or security reasons, place the copy identifier-including the total number of copies distributed—in the top right-hand corner of the first page of the minute and of any supplementary documents. Copy identifiers should be written Copy 1 of 15, Copy 2 of 15, and so on. Further advice is provided in Chapter 8 and in the *Defence Security Manual*.

10.22 A distribution list is mandatory when copies of a document are numbered. Identify each copy as issued to a specific addressee, regardless of the number of addressees—for example:

Distribution		**Copy no**
ASTD	(CP3–1–100)	1
ASPP	(R1–1–10)	2
...		
For information:		
DCCI	(BP6–1–02)	12
...		

10.23 To show the addressee of a particular copy when distributing correspondence to multiple addressees, use a colour highlighter, a stamp or a similar identifier.

10.24 **Delivery address.** Enclose the delivery address of a minute in parentheses, normally indented 40 millimetres from the margin (65 millimetres from the paper edge)—for example:



The address should be adjusted to the right, as needed, when a 'through' addressee (see the example in 10.12) or a long form of address is used.

10.25 An addressee's delivery address can be omitted if an appointment is sufficient for the correspondence to be correctly delivered, as can occur within a unit or base. The general rule is to ensure that there is sufficient information to ensure delivery.

10.26 **Envelope address: local mail.** The address block on an envelope used for local or internal Defence correspondence (including a handwritten, use-again envelope) may be presented using either the single-line format used for a minute or a two-line format, as follows:

DANC
CP3–7–094

10.27 **Envelope address: non-local delivery.** The address block for an envelope sent between Defence locations and through Australia Post should be presented in full and include all the mailing information used for a letter—for example:

Flight Lieutenant J Grey
92 Wing Logistic Operations
RAAF BASE EDINBURGH SA 5111

Note that the city, base or establishment should be in upper-case letters with two spaces on either side of the state or territory abbreviation. The font size may be increased to suit the packaging.

Signature block

10.28 In Defence, paper correspondence is always authorised by the use of a signature, the signatory accepting responsibility for the contents and for any handling instructions.

10.29 **Placement.** If the signature block of any correspondence naturally falls on the page following the body of a minute, it must be preceded by at least two lines of text. Set the signature block at the left-hand margin, single-spaced, and with the following information on consecutive lines:

a. initials (or given name) and family name in bold font, with only the first letters capitalised

b. abbreviated military rank (if applicable) in upper-case regular font. If the signatory is a naval officer, the abbreviated military rank should be followed by a comma, a space and either RAN or RANR

c. appointment, abbreviated and in regular font.

The following are examples:

RS James	**John L Abbott**	**BG Lopez**
CMDR, RANR	LTCOL	ASPS
DDESC	DDALS	

If there are no accepted abbreviations for the appointment of the signatory, the appointment may be expressed as, for example:

ML Jones
COL
Chair, ADFA Selection Board

10.30 **Personalising the signature block.** If the signatory's preference is for their given name to be included in the signature block, capitalise only the initial letters of both the given and the family names—for example:

Bronwyn Brown
Assistant Secretary Defence Industry Planning

Bronwyn Brown
ASDIP

10.31 **Signature.** Sign the minute between the last line of text and the signature block. Five clear lines are left for this purpose.

10.32 **Signing on behalf of someone else.** When a person is delegated to sign for another person who is absent on leave or duty, the details given below the signature remain those of the person responsible for the content of the document and on whose behalf it is signed. The delegate should hand write their initials and family name in capitals below their signature (to assist in making contact if required) and write 'for', in lower case in the margin beside the authorised signatory's name and 'AOD' (absent on duty) or 'AOL' (absent on leave) to the right of the signatory's name. The following is an example of a delegated signature, what is to be handwritten is shown in italics:

delegate's signature

INITIALS + FAMILY NAME [in legible handwriting]

for **RS James** *AOD*
CMDR, RANR
DDESC

10.33 When a subordinate is authorised by a superior to sign minutes of a routine nature on their behalf, their name and rank (military only) should be printed in the signature block, followed by 'for' and the appointment of the superior—for example:

subordinate's signature

AR Stevens
LCDR, RAN
for DDESC

Information accompanying the signature block

10.34 **Sender's contact details.** Adding contact details after the signature block helps the recipient respond. List the information in a block one clear line below the signature block. The room number, or location, is presented on the first line of information and telephone numbers on the second. The abbreviation 'mob' for mobile phone and the word 'fax' are included to distinguish these numbers from the telephone number, which needs no identification. Use the full telephone and fax numbers if not corresponding locally. Telephone and fax information appears on the same line; email or other supplementary contact information is listed on subsequent lines—for example:

SG Smith
DPPMC

R1-2-C127
56005, mob 0408 635 219, fax 56006
susan.smith@defence.gov.au

10.35 **Dates.** Correspondence must inform the reader of the day it was signed. Place the abbreviated short form of date—for example, 17 Mar 11—below the signature block, with one clear line between the date block and any preceding information. Do not use a computer-derived date field code unless the field to prevent automatic updating is activated.

10.36 **Handwritten day of month.** Signatories should write the day of the month when signing the original document. Accordingly, print the month and year with sufficient space (for example, 10 millimetres) between the margin and the month for the handwriting—for example:

Paper edge | Margin | Mar 11

FAXES

10.37 Although faxes (or facsimiles) can be delivered faster than postal mail, email is a more common form of electronic document transfer. When considering the use of fax transmission, note, that if information is protectively marked with a Security Classification or a Dissemination Limiting Marker it will need to be despatched using an appropriately secure method of transfer so as to protect its confidentiality. For advice on posting or transmitting information that is protectively marked refer to the Defence Security Manual Part 2–33 — *Physical Transfer of Classified Information and Security-Protected Assets.*

10.38 When an official record of a fax is required, it should be registered and filed in the same way as other correspondence.

Cover sheets

10.39 A faxed document is normally sent with a cover sheet. The cover sheet provides to the recipient information about the sender and their organisation and contact details such as telephone and fax numbers and location. It might also include instructions.

10.40 A cover sheet is not necessary if the correspondence being transmitted provides all the information needed to identify the sender and the recipient. It might also not be needed when fast-tracking is required and it is known that the intended recipient has ready access to the receiving machine.

10.41 If a message being transmitted is very short it can be either printed or handwritten (preferably in black ink) on the cover sheet.

10.42 **Cover sheet template.** A template for a standard fax cover sheet, which may be customised for local use, can be downloaded from the Defence Restricted Network (see the example in Annex 10B). The appropriate version of the Defence logo—that is, a Group-level logo—can be selected to customise the cover sheet.

10.43 **Cover sheet web form template.** The Desktop eForm OC195 can also be used as a cover sheet.

10.44 **Disclaimer.** Fax templates must include the following disclaimer:

> IMPORTANT: This facsimile remains the property of the Department of Defence and is subject to the jurisdiction of section 70 of the *Crimes Act 1914*. If you have received the facsimile in error, you are requested to immediately contact the sender by telephone so that arrangements can be made for the return of the document to the sender.

Handling procedure

10.45 Use the following procedure to send a fax:

a. Check the telephone number of the machine the fax is to be sent to, including any pre-programmed number.

b. If presentation of the content being transmitted is unclear in any way, adjust the settings of the transmitting machine to ensure optimum resolution.

c. Keep a transmission receipt.

Faxing classified material

10.46 Faxes classified Restricted and above must be sent by secure means, in accordance with the *Defence Security Manual*. Local communication centres can assist with transmission of faxes classified up to and including Top Secret.

Annexes:

10A. Example of a Defence minute, with layout notes
10B. Layout of a fax cover sheet

EXAMPLE OF A DEFENCE MINUTE, WITH LAYOUT NOTES

40 mm

Australian Government
Department of Defence

Minute[1]

2010/105361[2]
ETD/OUT/2010/023

See distribution[3]

DEFENCE ASSISTED STUDY SCHEME—INFORMATION SESSIONS[4]

References:[5]
A. DI(G)PERS 05-1 — *Defence Assisted Study Scheme*
B. DC–B — *Training Products and Services Guide*, Jan 10

1.[6] Information sessions on the Defence Assisted Study Scheme (DASS) will be held for all military staff in the Amenities Room, Building A, at the following times:

a. 23 Feb 10, 1400–1600

b. 23 Mar 10, 1400–1600.

2. The aim is to acquaint military staff with the nature of DASS and demonstrate how it can be used as part of the personal development process.

3. Defence's policy on DASS is in Reference A.[7] Training opportunities for DC–B staff are in Reference B. Attendees are to acquaint themselves with these references before their allocated session.

4. Addressees are requested to nominate eligible staff with their availability on the enclosed nomination form by COB 16 Feb 10. Extra sessions will be arranged if required.

5. Further information can be obtained from the Senior Training Officer, Judith Tomlinson, on ext 34555.[8]

IM Learned[9]
CDRE, RAN[10]
DGEPST

R1–1–C021
53822

Feb 10

Enclosure:[11]
1. Nomination form

25 mm 15 mm 10 mm

Example only—not actual size

2

Distribution[12]

DTCP	(NBH–3–02)	(Through:[13] DCI (HR&M) (NBH–4–05)
DETP	(R1–1–B115)	
DPS	(R1–1–C084)	
DCG	(R1–1–C052)	
DSSR	(R1–1–98)	

For information:

ASTD	(NBH–4–02)
ADCBTA	(NBH–4–WS28)

[14] **ENCLOSURE 1 TO**
2010/105361
FEB 10

NOMINATION FORM

DEFENCE ASSISTED STUDY SCHEME—INFORMATION SESSION

Name	Telephone	Session required (please tick)	
		23 Feb 10	23 Mar 10

Layout notes:

1. Document type ‘Minute’, 18-point Times New Roman font, bold, initial capitalised then lower case, right-justified, bottom aligned with departmental logo.
2. File reference (see 6.74) and organisational reference (see 6.75).
3. Use a distribution list for multiple addressing (see 10.16).
4. Subject matter heading-bold, upper-case, left-aligned.
5. References (see 6.76–6.78).
6. Formatting for numbered paragraph levels (see 6.44).
7. References in text (see 6.79).
8. Contact information in final paragraph; may differ from that placed in the signature block.
9. Name of signatory-bold, initial capitals, no space or full stops between initials (see 10.29–10.30).
10. Rank and appointment may be abbreviated in all internal correspondence (see 10.6).
11. Enclosure list (see 6.158).
12. Distribution list (see 10.18).
13. The minute must go through this appointment before being forwarded to the action addressee.
14. Identification block for an enclosure: 10 millimetres from top edge, 25 millimetres from right edge, right aligned (see 6.144).

ANNEX 10B

LAYOUT OF A FAX COVER SHEET

Australian Government
Department of Defence

Fax cover sheet

To:	**From:**
Fax:	**Fax:**
Tel:	**Tel:**
Email:	**Email:**

Subject:		
Reference:	**Date:**	**Pages** *(including cover)*:

IMPORTANT: This fax remains the property of the Department of Defence and is subject to the jurisdiction of section 70 of the *Crimes Act 1914*. If you have received the fax in error, you are requested to immediately contact the sender by telephone so that arrangements can be made for the return of the document to the sender.

Instructions or comments:

CHAPTER 11

LETTERS

11.1 A letter is a formal type of correspondence commonly used by Defence for external communication and occasionally for internal communication.

11.2 Apply the conventions for preparing a Defence document (see Chapter 6) when writing Defence letters, supplemented by the practices described in this chapter. Note, however, that letters should not use Defence-specific abbreviations; nor do they have annexes, since supplementary information should be in the form of an enclosure.

Types of letter

11.3 Defence uses the following types of letter, all of which have left-aligned content:

a. **Letters to organisations.** These are business letters that:

(1) have a heading, presented in bold upper-case font

(2) have numbered paragraphs if there is more than one paragraph.

If a letter is addressed to an Australian Government organisation (Australian, state or territory or local) or a statutory authority, it does not have a salutation or a complimentary close. If it is addressed to any other organisation or to a foreign government, then it does. Annex 11A shows an example of a letter to an Australian Government organisation and provides notes about its layout.

b. **Letters to members of the public.** These letters:

(1) have a heading, presented in bold upper-case letters

(2) use unnumbered paragraphs

(3) incorporate a salutation and a complimentary close that are typed rather than handwritten.

Annex 11B shows an example of a letter to a member of the public and provides notes about its layout.

c. **Demi-official letters.** These letters have a reduced level of formality that enables the writer to personalise communication. They are used to express thanks, provide introductions, send invitations and offer condolences, and they are invariably restricted to a single subject of mutual interest. Being more personal than other types of letter, a demi-official letter is written with sensitivity. Apply the following conventions:

(1) Retain a copy of the letter, but decide whether to include a file and/or organisational reference, since such material is optional and might not always be appropriate (as with a letter of condolence, for example).

(2) Avoid using a heading and do not number the paragraphs.

(3) Unless there is good reason (such as the letter being produced and dispatched only electronically) to use print, handwrite the salutation and complimentary close.

Annex 11C shows an example of a demi-official letter and provides notes about its layout.

d. **Formal letters.** Only Navy uses formal letters, and it does so for matters of ceremony and for some formal submissions. Appropriate uses of a formal letter in Navy would be to:

(1) acknowledge a directive

(2) reply to a laudatory or admonitory letter

(3) make either a formal report to a higher authority or a submission of an exceptional nature

(4) engage in diplomatic correspondence.

Formal letters are sent only to senior officers or equals, and they are signed only by the originator.

Annex 11D shows an example of a formal Navy letter and provides notes about its layout.

CONSTRUCTING A LETTER

11.4 Letters have the following parts:

a. protective markings (if needed, at the head and foot of each page)

b. letterhead (optional)

c. file and organisational reference (if required)

d. address block(s) of recipient(s)

e. salutation (if applicable)

f. heading (except in demi-official letters)

g. body, which can include the following:

(1) reference to related and enclosed documents

(2) paragraph(s)—number paragraphs only in letters to organisations and formal letters, provided they have more than one paragraph

(3) advice of a contact point for additional information if different from the signatory

h. complimentary close (except for letters to Australian Government organisations) signature block

i. information accompanying the signature block (sender's location and telephone number and date of signing)

j. list of enclosures (if any).

11.5 **Templates.** Microsoft Word templates have been created to enable writers to produce letters that conform to the standards described in this chapter. These are available from Defence Publishing Service; send an email to DPS Docpublishing.

Protective markings

11.6 Classify the content of a letter and, if necessary, apply the appropriate protective marking(s)—see Chapter 8—to each page and to its envelope. For detailed information on the classification of material, consult the Defence Security Manual or the regional Defence Security Authority office.

11.7 **Security classifications.** Letters to the public rarely contain information requiring a security classification. Letters to government organisations and demi-official letters might do so, but it would be unusual. Where possible, minimise the amount of security-classified information.

11.8 **Privacy markings.** A letter might need a privacy marking, especially if the content is of a personal nature.

11.9 Use bold capital letters with a minimum 5 mm height for protective markings, preferably coloured red, and place them, centred, at the top and bottom of each page, with no other text closer to the paper edges.

Letterheads

11.10 A letterhead is a printed heading at the top of paper used for correspondence. (The term refers especially to a heading containing the name and address of the 'sending' organisation.) Designs for letterheads should not extend beyond 40 millimetres from the top edge of the paper or the bottom of any protective markings.

11.11 **Defence logo.** Designs for letterheads usually incorporate a logo. All Australian Government departments and agencies use a generic Australian Government logo. The Defence logo comprises the Commonwealth Coat of Arms to the left of the words 'Australian Government' (with a horizontal rule below) and 'Department of Defence'. This text is printed in bold Times New Roman. Supporting information to identify Defence Groups—such as 'Defence Support Group' in the example here—can be used only for internal Defence correspondence. The information is placed on a third line using the same font but not bold.

Australian Government
Department of Defence
Defence Support Group

When introduced to Defence in 2003 the Defence logo replaced all previous brands or logos, with the exception of Service and military emblems and branding. See 6.117–6.125 for more detail on the use of logos.

11.12 **Horizontal alignment of logo.** The design space for the Commonwealth Coat of Arms starts at the left-hand margin. The organisation names are aligned 25 millimetres from the left-hand margin.

11.13 **Vertical alignment of logo.** The bottom edge of the first line of text ('Australian Government') is placed 25 millimetres from the paper's top edge or from the bottom of any protective marking. The bottom of the second line of text ('Department of Defence') is located 30 millimetres from the paper's top edge or any protective marking.

11.14 When producing correspondence on paper with a letterhead, the first line of text (usually the file reference) should be one line below the lowest point of the letterhead. On the second and subsequent pages, position the first line of correspondence one clear line below any protective marking and the page number.

File and organisational references

11.15 **File references.** A file reference is the number allocated by Objective (the Defence document and records management system) or another registry to a file used for storing documents dealing with the same subject. When including a file reference in a letter, place it at the top, beginning at the left-hand margin one clear line below the letterhead. In cases where the letter relates to the content of more than one file, provide each of those file references in the form of a vertical un-headed list—for example:

2008/1437/2
2007/751/1

11.16 **Organisation's reference.** Defence organisations normally use internal references to keep track of items of correspondence. A reference consists of the organisation's abbreviated name, then a number denoting the sequential order of the document's registration in that year, then a solidus (forward slash) and the last two digits of the year—for example: CAF 124/09. Place an organisational reference on the line immediately below the file reference(s) and leave a clear line below it.

Address block

11.17 **Mail from Defence.** In both the address block and on the envelope the address of the intended recipient of a letter should be complete, concise, correct and clearly written. When mail is sent from Defence through Australia Post the address block should provide the following information:

a. first line—name of organisation or name of person (if intended to be opened by a specific person) or appointment (if the letter can be opened by someone acting in or for that appointment) of intended recipient, or both (in which case two lines are used)

b. second line—building number and name of the street or, alternatively, post office box or locked bag number

c. third line—place name or name of the post office of delivery (in capitals), abbreviated name of state or territory (in capitals), and postcode

d. fourth line—country of destination (spelt out in full) if sending outside Australia.

11.18 **Internal Defence mail.** Unless personalising the correspondence, address mail to Defence personnel using their appointment rather than their name. In this way the previous incumbent of an appointment will not be forwarded mail intended for the current incumbent. When personal mail is intended for a particular person working in Defence the envelope must be marked 'Personal'.

11.19 **Addressee particulars.** The order of an addressee's particulars is rank (where applicable) or title prefix, initials (or given name), family name and postnominals (if applicable). Letters to the Governor-General, members of parliament, the clergy, the judiciary and members of the armed Services should use the appropriate title in the address block. Otherwise, use the prefix Mr, Mrs, Miss or Ms. Any honours and awards follow the family name and precede other abbreviations for Service or regiment. All are presented in bold using both upper and lower case:

Commander BM Wilson, DSC, RAN

Note that the letters 'RAN' are preceded by a comma.

11.20 When the Defence mailing system is used to send a letter to a Defence address an abbreviated form of the address can be used—for example, R1–G–024. Punctuation marks should not appear in the address block, and underlining should not be used. Do not, however, abbreviate ranks when they are used in either demi-official letters or formal letters to addressees outside Defence.

11.21 See 3.20–3.39 for more detail on modes of address to use in address blocks, including the use of postnominals.

11.22 **Specific recipients.** An item of correspondence might be formally addressed to an organisation but be intended for action by a known individual. To meet this requirement, include the organisation's name (and any accompanying information) in the address block, followed, on a separate line, by the word 'Attention', a colon and then the name or appointment of the intended recipient in full:

Paperless Office Australia Limited
Attention: Mr Jon Shriver
PO Box 1234
FYSHWICK ACT 2609

11.23 **Defence Canberra address.** For uniformity, and to expedite delivery, the standard address block for Canberra Department of Defence addresses has four lines of information:

a. first line: appointment (or branch, directorate or section)

b. second line: room or location identifier

c. third line: Department of Defence

d. fourth line: PO Box XXXX (post box number list available at the Mail Services website)

e. fifth line: CANBERRA BC ACT 2610

BC stands for 'Business Centre'—required by Australia Post.

There is no requirement to duplicate information such as 'Russell Offices' or 'Campbell Park' in Defence addresses where this information appears in the location identifier on the second line in an abbreviated form. For example, CP3–1–100 signifies Campbell Park Offices, building 3, first floor, workstation 100. The following is an example of an envelope address block for incoming Canberra mail:

Manager, Defence Publishing Service
CP3–1–100
Department of Defence
PO Box 7912
CANBERRA BC ACT 2610

11.24 **Placenames.** Fully capitalise the names of cities and towns when using them in an address block. After the placename insert two spaces before the abbreviated state and between the state and the postcode:

POINT COOK VIC 3027

(Use only single spaces when writing an address in the body of a document.)

11.25 **States and territories of Australia.** Always use the abbreviated form when referring to the Australian states and territories:

NSW VIC QLD WA SA TAS NT ACT

(In text either the full form or the abbreviated form is acceptable, depending on the type of document.)

Salutation and complimentary close

11.26 A salutation and a complimentary close are used to personalise and soften the tone of all Defence letters other than letters to Australian Government organisations.

11.27 **Salutation.** The salutation is a courteous form of address that sets the tone of a letter. There are two types of salutation:

a. **Dear Sir, Dear Madam (Ma'am), Dear Sir or Madam.** This form, without names, is used in formal letters or in situations where the writer wishes to remain at a distance from the matter under discussion or is uncertain of the name or gender of the addressee.

b. **Dear Mr Fong, Dear Dr Flynn, Dear Flying Officer Nicholls.** This form is used for letters in which the writer wishes to retain a level of formality while reflecting a personalised approach.

Place the salutation one clear line after the address block and do not use punctuation at its end.

11.28 In demi-official letters, greet officers of all ranks by their rank preceded by a salutation—for example, Dear Brigadier (no family name), Dear Lieutenant Colonel Fysh, Dear Sergeant Hopper (see 3.35). If the officer being greeted is of a higher rank than the writer, 'Dear Sir' or 'Dear Ma'am' should be used.

11.29 **Complimentary close.** This is a courtesy extended to the recipient at the end of a letter other than one addressed to an Australian Government organisation. The form of complimentary close should match the salutation: where the salutation includes an individual's name, use 'Yours sincerely'; otherwise use 'Yours faithfully'. Position the complimentary close one clear line space below the last line of text and five clear line spaces above the signature block. As with the salutation, do not use punctuation at the end of a complimentary close.

11.30 **Handwritten salutation and complimentary close.** For demi-official letters and when a more personalised form of letter is called for, a handwritten salutation using the recipient's appointment or name ('Dear Air Vice-Marshal' or 'Dear Tony') together with a handwritten complimentary close (such as 'Sincerely' or 'Kind regards') are appropriate.

Content

11.31 The content of letters normally has the same basic structure as other Defence correspondence, with:

a. a heading (excluding demi-official letters)—left aligned and all letters capitalised in bold

b. an introduction—in which the purpose, background and scope are presented

c. the body—which is structured to achieve the purpose of the correspondence, usually providing some form of information

d. an exit—where any required or intended action is normally found and, when appropriate, a contact point for follow-up is included.

When writing content, take care with the letter's level, tone and style, since these reflect the writer's relationship with the addressee(s).

11.32 If a letter to an organisation or a formal letter contains more than one paragraph use paragraph numbers.

11.33 **References and enclosures.** If a letter contains references to related documents, provide the documents' identification details in the content of the letter rather than in a separate list. If the letter has one or more enclosures, refer to it or them in the content and list the details after the signature block (see 6.76–6.83).

Signature block

11.34 **Signature.** Defence correspondence is authorised by the use of a signature, the signatory having responsibility for the contents of the item of correspondence and for any handling instructions.

11.35 **Position.** Position the signature block five clear lines below the last line of text or the complimentary close of a letter. If the signature block falls on a second or subsequent page, it must be preceded by at least two lines of text on that page.

11.36 **Information in the signature block.** The signature block usually contains the following information about the signatory (the exception being when a person is authorised to sign for someone else—see 11.42–11.43):

a. initials (or given name) and family name followed by postnominals, noting that postnominals are not normally used in internal correspondence (For naval officers the letters 'RAN'—or 'RANR' for reserve officers—preceded by a comma, are included after the family name or any postnominals in the signature blocks of correspondence external to Defence and after the rank in all other instances.)

b. rank (if applicable, in full)

c. appointment (in full).

for example:

IM Airborne, DSC
Wing Commander
Director Project AIR 3579

or

JL Bersinic, DipEd
Director Defence Publishing

As shown, capital letters are used only for initials and to begin proper nouns, and the first line is in bold letters while other lines are not.

11.37 **Postnominals and educational qualifications.** Avoid using these in correspondence intended primarily for distribution within Defence. They can be used in the signature block of external correspondence, at the discretion of the signatory, when they would add authority to the letter. (See 3.26–3.30 for more detailed guidance.)

Information accompanying the signature block

11.38 **Sender's contact details.** To facilitate a response to a letter, provide the signatory's contact details (including their mailing address) below the signature block, leaving a clear line between the two blocks of information. The details normally include the signatory's mailing address; their landline and/or mobile phone number, possibly a fax number, and their email address, each item (apart from telephone and fax numbers) being on a separate line.

11.39 Telephone numbers and email addresses are easily recognisable, so identifying them with the words 'telephone' and 'email' is unnecessary. As noted, telephone and fax numbers (when provided) appear on the same line, so to differentiate a fax number, precede it with the identifier 'fax', as shown in this example of full contact details:

CP3–1–100
Department of Defence
PO Box 7912
CANBERRA BC ACT 2610
02 6265 6005, fax 02 6265 6006
susan.smith@defence.gov.au

11.40 **Date.** Letters are dated on the day they are signed. The month and year should appear below the signature block, with one clear line between the date block and the preceding information. Use the full form, short date format—14 February 2012.

11.41 The day of the month can be handwritten when signing a document. To enable this, print the month and year with the text and leave a space of 10 millimetres between the margin and the month for the handwriting:

margin 14 February 2012

Signing on behalf of another person

11.42 When a person is delegated to sign for someone who is absent on leave or duty, the details provided below the signature remain those of the person responsible for the content and on whose behalf the letter is signed. The delegate should write their initials and family name in capitals below their signature (to assist in making contact, if required) and 'for', in lower-case in the margin beside the authorised signatory's name, followed by AOD (absent on duty) or AOL (absent on leave) to the right of the signatory's name—for example:

Jane Smith

J SMITH

for **RS James** *AOD*
CMDR, RANR
DDESC

11.43 When a subordinate is authorised by a superior to sign letters of a routine nature on their behalf, the subordinate's name and rank (military only) are printed in the signature block and are followed by 'for' and the appointment of the superior:

Jane Smith
J Smith
CMDR, RANR
for DDESC

Listing enclosures

11.44 To list numbered enclosures, use the heading 'Enclosure' (or the plural form if there is more than one enclosure) followed by a colon and in bold, as follows:

margin

Enclosures:
1. DI(G) ADMIN 0–0–001 of 26 March 2007
2. *Style Manual for Authors, Editors and Printers*

With one exception, do not use any punctuation marks at the end of each entry; the exception is when the title of the supplementary document ends in a question mark or an exclamation mark.

Annexes:
11A. Example of a Letter to an Australian Government Organisation
11B. Example of a Letter to a member of the public
11C. Example of a demi-official letter
11D. Example of a formal Navy Letter

EXAMPLE OF A LETTER TO AN AUSTRALIAN GOVERNMENT ORGANISATION

1

40 mm

Australian Government
Department of Defence
Defence Support Group 2

¶
2009/1047903[3]
DPS 287/09[4]
¶[5]
Assistant Secretary International Relations
Department of Foreign Affairs and Trade
CANBERRA ACT 2600
¶[6]
Assistant Secretary Security Policy
Attorney-General's Department
CANBERRA ACT 2600
¶[7]
REGIONAL SECURITY SEMINAR[8]
¶

1. The Department of Defence is holding a seminar to inform Commonwealth departments about recent developments concerning regional security. The seminar will take place in Room 1–06, Northbourne House, on 23 November 2009 from 9.00 am to 4.00 pm.
¶
2. The seminar will provide information to assist agencies with long-term contingency planning. A draft program is enclosed.
¶
3. Should members of your organisation wish to participate, please advise Ms Susan Schultz of the number of attendees by 16 November 2009. Ms Schultz can be contacted by telephone on (02) 6265 1999 or email: susan.schultz@defence.gov.au.

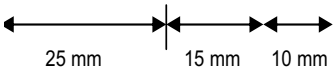
RS Jones

RS Jones[9]
Director-General Business Management [10]
¶
CP3–1–100[11]
Department of Defence
PO Box 7912
CANBERRA BC ACT 2610
02 6265 1111, fax 02 6265 2222
rod.jones@defence.gov.au
¶
10 October 2009[12]

¶

Enclosure:[13]

1. Draft program



Layout notes:

1. If applicable, include protective markings, justified, at the head and foot of the page in bold, Times New Roman 12-point capitals.
2. Use the Defence, ADF or Group logo, with text in bold (excluding the Group name), Times New Roman 12-point, font left aligned.
3. File reference.
4. Organisation reference.
5. Extra blank lines can be added here for a ‘balanced’ appearance.
6. Where there are multiple action addressees, each recipient’s address block is separated by a clear line.
7 A salutation and complimentary close are not required for letters to other Australian Government departments or agencies or to state, territory and local governments.
8. Present the heading in bold capitals and left aligned.
9. Present the name of the signatory without punctuation, in bold, and using capitals for the initials only.
10. Write the appointment title in full.
11. Provide complete contact details—postal address, telephone number(s), fax number(s) and email address.
12. Allow 10 millimetres for a handwritten day of the month and use the full-form short-date format.
13. Enclosure list.

EXAMPLE OF A LETTER TO A MEMBER OF THE PUBLIC

1

40 mm

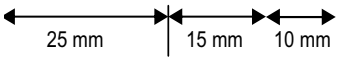
Australian Government
Department of Defence

¶[2]

2009/1047904/1[3]
PPEC 287/09[4]
¶[5]
Ms PR Smith
99 Chowan Creek Road
UKI NSW 2546
¶
Dear Ms Smith[6]
¶
EQUAL OPPORTUNITY MEASURES IN DEFENCE
¶
I refer to your letter of 28 November 2009 in which you sought information about this department's equal opportunity measures for the financial year 2008–09.[7]
¶
Enclosed is an extract from the *Defence Annual Report 2008–2009*. I trust this will provide the information you seek.
¶
Yours sincerely
¶
¶
¶
¶ *Katrina Jones*
¶
KL Jones[8]
Assistant Director Personnel Policy, Equity and Conditions[9]
¶
CP2–3–96[10]
Department of Defence
PO Box 7911
CANBERRA BC ACT 2610
02 6266 2233, fax 02 6266 2354
katrina.jones@defence.gov.au
¶
07 December 2009[11]
¶

Enclosure:[12]

1. *Defence Annual Report 2008–2009*, pp 159–60



Layout notes:

1. If applicable, include protective markings, justified, at the head and foot of the page in bold Times New Roman 12-point capitals.
2. Left-align the Defence/Service logo. Only include a Group name (using normal Times New Roman 12-point font without bold) on documents for internal communication.
3. File reference.
4. Organisation reference.
5. Extra blank lines can be added here for a 'balanced' appearance.
6. A salutation and a complimentary close are required.
7. Do not use paragraph numbers.
8. Present the name of the signatory without punctuation, in bold, and using capitals for the initials only.
9. Write the appointment title in full.
10. Provide complete contact details—postal address, telephone number(s), fax number(s) and email address.
11. Allow 10 millimetres for a handwritten day of the month and use the full-form short-date format.
12. Enclosure list.

EXAMPLE OF A DEMI-OFFICIAL LETTER

40 mm

Australian Government
Department of Defence [1]

¶[1]
2009/12345/1[2]
AOC 100/09[3]
¶[4]
Air Vice-Marshal MB O'Reilly, BSc, CEng, FIEE
President Ordnance Board and Director-General Technical Services
Ministry of Defence
MOD Abbey Wood #66
PO Box 702
BRISTOL BS12 7DU
United Kingdom
¶
Dear Air Vice-Marshal[5]
¶
This short note is to thank you and your staff for the wonderful hospitality shown during the recent DDESB Explosives Safety Seminar and the UK–US MOU discussions. I feel both events were of excellent value, and I particularly welcomed the opportunity for the AOC to participate in the MOU discussions.
¶
We also spoke of having our new TSO–AF visit the Board for a couple of weeks before he takes up a position with us. We are still discussing this with James Jones. Thank you for your continued willingness to provide the OB experience for AOC staff.
¶
Once again, thank you for your hospitality in Las Vegas. I look forward to seeing you again in November 2010 at Pararai '10.
¶
Sincerely
¶[6]
¶
Ross Little
¶
RV Little[7]
Group Captain
President—Australian Ordnance Council[8]
¶
CP2–3–22[9]
PO Box 7911
Department of Defence
CANBERRA BC ACT 2610
Australia[10]
+ 61 2 6266 3131[11]
ross.little@defence.gov.au
¶
25 November 2009[12]

Layout notes:

1. Left-align the Defence/Service logo. Only include a Group name (using normal Times New Roman 12-point font without bold) on documents for internal communication.
2. File reference.
3. Organisation reference.
4. Extra blank lines can be added here for a ‘balanced’ appearance.
5. A salutation and a complimentary close, both handwritten with appropriately chosen words, contribute to the informality of a demi-official letter.
6. Leave five clear lines for the signature.
7. Present the name of the signatory without punctuation, in bold, and using capitals for the initials only.
8. Write the appointment title in full.
9. Provide complete contact details—postal address, telephone number(s), fax number(s) and email address.
10. Include the country if the letter is being sent to another country.
11. The international code for Australia is used here because the letter is being sent to another country.
12. Allow 10 millimetres for a handwritten day of the month and use the full-form short-date format.

EXAMPLE OF A FORMAL NAVY LETTER

40 mm

¶
DM 09–11111[1]
¶[2]
Captain B Eddis, RAN[3,4]
Commanding Officer
HMAS Cerberus
WESTERNPORT VIC 3920
¶[2]
Sir[5]
¶
REQUEST TO TRANSFER TO THE ACTIVE RESERVE—LCDR PS WILCOX[6]
O124111 (8071111)
¶
1. I have the honour to request approval to transfer to the Active Reserve of the Royal Australian Navy to take effect on 19 May 2010.[7]
¶
2. As of 19 May 2010 I will have completed 42 years of permanent service and reached the compulsory retiring age for my rank. Because I have enjoyed my time in the Navy, my skills remain current, and my experience is valuable, I would like to transfer to the Active Reserve.
¶
3. Defence Instruction (Navy) Personnel 42–2 requires officers resigning or transferring to the Reserves to apply through their commanding officer. I therefore request that this submission be forwarded to Navy Headquarters with your recommendation for approval.
¶
I have the honour to be
¶
Sir
¶
Your obedient servant[8]
¶
¶
PS Wilcox
¶
¶
PS Wilcox[9]
Lieutenant Commander, RAN
Officer-in-Charge, Seamanship School[10]
¶
03 5950 2307
peta.wilcox@defence.gov.au
¶
19 January 2010[11]

Layout notes:

1. File reference.
2. Extra blank lines can be added here for a ‘balanced’ appearance.
3. Abbreviated rank can be used where knowledge of its meaning can be assumed.
4. Present ‘action addressee’ using left-aligned bold letters with initials capitalised.
5. RAN formal salutation.
6. Present the heading in bold capitals and left-aligned.
7. The phrase ‘I have the honour to …’ is the conventional introduction to this type of letter.
8. Present the RAN’s formal complimentary close double spaced but not punctuated, retaining one clear line above it and five clear lines before the signature block.
9. Present the name of the signatory without punctuation, in bold, and using capitals for the initials only.
10. Write the appointment title in full.
11. Allow 10 millimetres for a handwritten day of the month and use the full-form short-date format.

CHAPTER 12

BRIEFS

12.1 A written brief provides information on a specified topic and is used to elicit a decision, agreement or action in relation to a specified topic. Briefs are characterised by brevity, being written as concisely as possible while retaining all necessary information.

12.2 This chapter provides guidance on writing briefs for recipients in Defence. There are specific briefing templates for particular users—for instance senior committees—though most of the elements of briefs are similar. Ministerial briefs are subject to separate standards which can be found on the website of the Directorate of Ministerial and Portfolio Liaison Services.

12.3 Briefs provide information about a specified topic as concisely as possible. They can be oral or written, formal or informal; Annex 12A shows an example of a written brief. A brief has a flexible structure: it might contain only information, or it might include one or more conclusions and/or recommendations. Its subject matter and content are developed to meet the needs of those for whom it is prepared.

12.4 A written brief can be presented using numbered paragraph format (see 6.42) or in an abbreviated dot-point format (see 6.48–6.51). Dot-point briefs are used when the recipient already understands a subject and simply needs an update and when lack of time precludes the presentation of a full brief.

Types of brief

12.5 Briefs provide information on a wide variety of subjects—for example:

a. seeking a decision

b. the background to a topic or several topics

c. biographical information about a visiting dignitary or senior officer

d. a profile of an establishment, town or country to be visited

e. perspectives and arguments pertaining to an agenda item for a meeting

f. advice on a suitable approach to a problem, possibly with an explanation

g. alternative solutions to a problem, possibly with accompanying analysis

h. the status of a project.

12.6 Generally, however, there are four main types of brief:

a. **Providing Information.** This generally consists of collected, collated and synthesised information about something. It is logically presented to suit a purpose such as building an argument, presenting a chronological development or reflecting the importance of bits of information.

b. **Describing a problem.** This can either introduce discussion of a problem or provide a status report on a known problem. It enables the reader to appreciate the background to and development of a particular situation and can form the basis of or set the scene for further investigation or analysis. This type of brief can include recommendations, proposals for courses of action or a series of options for consideration or to seek a decision.

c. **Biographical.** Although there could be many reasons for preparing a brief about an individual, an impending visit is the most common one. Biographical briefs usually contain career information, and they can also describe personal attitudes and tastes and cover details of accompanying staff and/or family, where applicable.

d. **Visit brief.** This provides background information for someone making a visit. It outlines important information and helps obviate embarrassment arising from inadequate preparation. The visit brief will include details relevant to the business of the visit as well as any significant social or cultural factors. (A document used to provide details of a visit after the event is a visit report—see Chapter 19.)

12.7 **Length.** The length of a brief will depend on its purpose and the needs of those for whom it is prepared. As the basis for an oral presentation, a one- or two-page brief with several headings might be appropriate; for a written information brief, a document of several pages might be necessary. A brief should, however, be just that—brief.

Structure and presentation

12.8 A brief observes the same structure and presentation conventions as used in Defence minutes, but it might also refer to attached supplementary documents identified by head and side flags (see 12.27–12.30). These conventions are described in the following paragraphs and are illustrated in the example in Annex 12A.

12.9 **Presentation.** Use 12-point Times New Roman font for briefs, with the title in bold capital letters. The text can be double-spaced to allow room for handwritten notes, and for ease of reference the document is printed on one side of the paper only. Set both side margins at 25 millimetres unless flagged supplementary documents are attached, in which case set the right-hand margin at 35 millimetres to accommodate the flag references. Flag references are written in the wider margin, extending to 10 millimetres from the paper edge. Both types of flags are numbered in accordance with the order in which they are referred to in the brief. Annex 12B shows the structure and layout of a brief with flag references.

12.10 **Document reference.** Only a file reference is usually necessary (see 6.72) on a written brief.

12.11 **Address block.** Briefs carry an address block listing the addressees (referred to by their appointment in abbreviated form) and their delivery addresses. If there is no accepted abbreviation for an appointment, the appointment can be expressed in full; if the appointment of an addressee is not known the addressee's name can be used.

12.12 **Title.** Present the title left-aligned in bold capital letters using 12-point Times New Roman:

margin

VISIT BY MINISTER FOR DEFENCE, 25 AUGUST 2010

12.13 **Summary.** A short brief does not require a summary. For a brief of between three and five pages a section headed 'Summary' that contains the brief's essence—normally its conclusion(s) and/or recommendations-can be included on the first page. When a brief is longer than five pages a summary of up to one page can be provided. This summary should cover all the contents of the brief, focusing on its conclusion(s) and/or recommendation(s). (See Chapter 17 for advice on writing summaries.)

12.14 **Introduction.** This section describes the purpose of the brief, the brief's scope and the background events that caused it to be written:

a. **Reason.** This paragraph explains why the brief has been written—in response to a direction, for example.

b. **Purpose.** This paragraph states what the brief is intended to achieve—for example, 'This brief is to update CDF about strategic developments in the SW Pacific'. Choose words with care: they determine the level of the brief and control the breadth and depth of subject coverage.

c. **Scope.** This states the specific aspects of the topic that the brief will cover and in what order. If complex, the scope can be presented as a series of subparagraphs. Be careful when using operative words such as 'examine', 'discuss' or 'state': they hardly delimit topics.

d. **Background.** Take care to provide only information explaining why the brief has been written. Do not present general information on the topic itself.

12.15 **Discussion.** Presenting ideas in a logical order is essential to communicating clearly. Break the content of a brief into blocks of information with component parts and present these within a clear structure, making full use of headings.

12.16 **Headings.** Headings provide visual statement of a briefs direction and indications about, its content. Carefully chosen headings not only 'signpost' essential material but also allow the reader or presenter to skim efficiently through a brief, perhaps to gain clarification of a point or to answer a question. When drafting a brief, use headings to set the outline plan: this helps ensure that all the required topics are nominated and adequately covered.

12.17 **Sensitivity.** Specify the level of sensitivity of the matters covered in the brief (nil, low, medium or high). If there is media interest in the subject and the sensitivity is considered medium or high, provide talking points suitable for senior staff and a media release. Note that all talking points and media releases must be cleared through the Defence Public Affairs branch before a brief is provided to the Minister.

12.18 **Consultation.** Consult with all interested parties to ensure that the brief contains accurate, relevant and comprehensive advice. List the authorities consulted and summarise their input. If there is disagreement, explain its basis.

12.19 **Conclusions.** Biographical and visit briefs do not usually require a conclusion. For other types of brief the conclusion contains the inferences drawn from the facts and/or arguments presented in the discussion section. These inferences reflect the brief's purpose and scope. A brief on the progress of a project, for example, might lead to the conclusion that the project will or will not be completed on schedule. A conclusion must not introduce new material.

12.20 **Recommendations.** Many briefs do not need recommendations. For those that do—and this is determined beforehand—the recommendations are introduced by a heading to that effect and must clearly follow on from the conclusions reached. No new material should be introduced. Suitable lead-ins to the recommendation(s) are 'It is recommended that you ...' and 'The following recommendation(s) is (are) made:'.

12.21 **Signature block.** A brief can have two signature blocks—one for the individual who prepared it and, alongside that, one for the individual authorising or clearing it (see Annex 12A). The signature is handwritten between the last line of text and the signature block; five clear lines are left for this purpose. (For more information on signing and signature blocks, see 6.139–6.146 and 10.28–10.36.)

12.22 If a brief's signature block would fall alone on the last page, ensure that at least two lines of text are brought over to that page. Set the signature block at the left margin, single-spaced, and with the following information on consecutive lines:

a. **First line.** Insert initials (or given name) and family name, using capitals for the initial letters and bold font.

b. **Second line.** Provide abbreviated military rank in upper-case regular font. If the signatory is a naval officer the abbreviated rank should be followed by a comma, a space and either 'RAN' or 'RANR'. Omit the second line if the signatory is an Australian Public Service employee.

c. **Third line.** Insert appointment, abbreviated and in regular font.

for example:

RS Green	**John L White**	**BG Black**
CMDR, RANR	LTCOL	
DDESC	DDALS	ASDIP

12.23 **Information accompanying the signature block.** There should be one clear line between the signature block and any supplementary information. Such information is optional but can include the work location, a telephone number and an email address, none of which uses bold font.

12.24 **Date.** The date, not in bold, is left-aligned and placed one clear line below the signature block or any information accompanying the block. As with the address block, use the abbreviated form of date—for example, 19 May 09.

12.25 **Notes.** When notes are included in a brief they can be presented as either footnotes or endnotes.

Endmatter

12.26 A brief's endmatter can include a list of endnotes and/or any of the following:

a. **List of authorities consulted.** The authorities consulted in preparing a brief should be listed under the heading 'Authorities consulted' together with sufficient information for them to be located. Authorities consulted by telephone can be listed, but originators of documents used in the preparation of the brief need not be.

b. **Bibliography.** When a bibliography is included with a brief, position the list under the heading 'Bibliography'. (For information about referencing citations and bibliographies see 6.72–6.105.)

c. **Lists of supplementary documents.** List any annexes and enclosures as follows:

(1) **Annexes.** Only supplementary information and documents prepared as part of a brief should be included as annexes, and they should not be detachable from the brief; examples are timetables, maps and sets of calculations. Annexes must be referred to in the brief's text and be listed under the heading 'Annexes:' after the parent document's signature block or after the list of authorities consulted if the brief has one. The annex list at the end of this chapter shows the style.

(2) **Enclosures.** These are documents that are complete in themselves.'They can be detached and be used independently of the brief; examples are photographs, drafts of letters and a flagged file. As with annexes, all enclosures must be referred to in the body of the text. List them below the list of annexes at the end of the text, with the heading 'Enclosures:' in bold. If there are no annexes, position the list of enclosures where the list of annexes would have appeared.

d. **Head and side flag lists.** Where supplementary documents are flagged, they are listed after Annexes and Enclosures (see 12.31).

Flagging supplementary documents

12.27 If a brief refers to supporting material, head flags and side flags should be attached to the supporting documents to allow ready access to a reference. (See Annex 12C for a pictorial representation.)

12.28 **Head flags.** These draw attention to complete documents. They are placed along the heads of the documents and are labelled alphabetically, using capital letters, starting with 'A'.

12.29 **Side flags.** Place these down the right-hand side of a supporting document. Side flags are subordinate to head flags and draw attention to passages within a head-flagged document. These passages are identified by a vertical line and two horizontal lines (drawn by hand with a ruler) on the page to which the side flag is attached. Side flags are identified by the letter of the parent supporting, document head flag, followed by a number using Arabic numerals, starting with 1. For example, the first side flag under the head flag C would be C1.

Reference to flags

12.30 When flags are used in a brief a 35-millimetre right-hand margin is necessary. Head and side flags are then referenced in the right-hand margin, alongside the relevant line in the text, using a capital letter as the identifier.

12.31 **Flag lists.** The details of flagged documents are listed at the end of the brief, preceded by heading 'Head flags:' and 'Side flags:' in bold.

a. Head flag information provided should be sufficient to enable a reader to identify the document. It can include:

(1) folio number

(2) file number

(3) date

(4) subject.

b. The list of side flags includes the identifier of the parent head flag, followed by the side flag number, and identifies the flagged passage by, for example, paragraph number.

DOT-POINT BRIEFS

12.32 A dot-point brief—or point brief, point summary, dot brief or bullet brief—provides information for a particular purpose in much the same way as a standard brief but in an abbreviated form. It is used when the recipient does not have time to absorb the detail of a standard brief or when they require only an understanding of the main or relevant points, such as an update on a known situation.

12.33 Annex 12D shows an example of a dot-point brief; Annex 12E shows the basic structure and layout of one.

Structure and presentation

12.34 Present dot-point briefs on letterhead stationery using 12-point Times New Roman font.

12.35 **Protective markings.** If the contents of a dot-point brief have security or privacy, implications, place the appropriate header at the top and bottom of each page (see 8.10–8.20).

12.36 **References.** A dot-point brief has a file reference on the first line below its letterhead but does not usually have an organisational reference.

12.37 **Address block.** Briefs carry an address block listing the addressees (referred to by their appointment in abbreviated form) and their delivery addresses. Where there is no accepted abbreviation for an appointment the appointment can be expressed in full; if the appointment of an addressee is not known the addressee's name can be used (see 10.5–10.25 for details).

12.38 **Title.** A dot-point brief's title should clearly and concisely describe the brief's contents. The title is presented in upper-case bold and is left aligned.

12.39 **Content structure.** Providing it meets the following basic requirements, a dot-point brief can have a flexible structure. It should, however, have an introduction stating its purpose, and details of the tasking and/or other background information may be included. The purpose and tasking of the dot-point brief will determine its content and, following from the content, whether conclusions or recommendations are needed.

12.40 **Dot, dash and asterisk points.** The body of a dot-point brief generally consists of a group heading followed by one or more paragraphs each identified by a dot point. Second-level paragraphs are identified by a dash (en rule) and third-level paragraphs by an asterisk.

12.41 The text for the first level of paragraph hangs 15 millimetres from its symbol. The text for dash and asterisk points hangs 10 millimetres from the symbol.

12.42 **Headings.** Although section headings are not used, a dot-point brief usually contains group headings; these are presented in bold, are left aligned and have no full stop at the end. The dot points that follow the group heading used for the body comprise the 'paragraph' to which the group heading refers. A dot point itself can also be a heading, in which case it is a paragraph heading and therefore ends with a full stop—for example:

Some areas of skill shortage in the ADF

- **Electronic technicians.**
  - The Australian electro-technology trades sector, characterised by rapid technological change, requires:
    - sophisticated technological skills
    - problem-solving skills.
  - Annual employment growth expected to increase by 2.5% over next few years.
  - Currently number training in field below average.
  - Apprentice attrition rates high—only 68% complete training.
  - Qualified technician attrition rates high—most leave for non-trade employment.

12.43 **Numbering.** Only use paragraph numbers for the introduction, conclusion and recommendations (if used).

12.44 **Language and punctuation.** Write the content of the introduction, conclusion and recommendations paragraphs using conventional sentence and paragraph structures. For the body of a dot-point brief the dots, dashes and asterisks make some of the features of conventional paragraph and sentence structure—such as transitional words (however, in addition, likewise, also, and so on), referents (it, these; they, and so on) and punctuation (commas and semicolons)—superfluous.

12.45 **Dot points.** Each dot point can be written using complete sentences or truncated sentences. Truncated sentences are similar to notes so some items not essential to conveying meaning are omitted:

a. Sentence subjects can be implied.

b. Some grammatical constructions can be truncated—for example; auxiliary verbs ('is' in 'system is functional'); forms of the verb 'to be' (am, is, are, was, were); articles (the, a, an); and adverbs and transitions (because, however, consequently and so on).

Be careful, however, to avoid interrupting the coherence and flow of the document or affecting its meaning.

12.46 Each dot point must 'stand alone'; in other words, it must be able to be understood without reference to any other dot point. Where there are lower-level points, each must relate to the point that introduces it.

12.47 **Signature block.** A dot-point brief has a signature block and is signed and dated before despatch. The signature block is the same as that for a standard brief, bearing the following:

a. signature details—name, rank for military personnel and appointment

b. contact details—phone and possibly email

c. the date of signing.

12.48 Unless drafted on behalf of someone else, all briefs are signed by their writer.

12.49 **Endmatter.** A dot-point brief's endmatter—authorities consulted, notes, annexes and enclosures, and bibliography—is presented as for a standard brief (see 12.26).

Annexes:

EXAMPLE OF A WRITTEN BRIEF

STAFF–IN–CONFIDENCE

Brief

2008/1083495

CN (R1–4–C001)

ACT VETERANS VERSUS HMAS DARWIN ANNUAL CHARITY RUGBY MATCH

Introduction

1. **Reason.** You are scheduled to attend the annual charity rugby match to be played on Sun 15 Aug 10 from 1400–1530 at Portsea Oval, Duntroon, between the ACT Veterans Rugby Club and HMAS *Darwin*.

2. **Purpose.** To inform you of the arrangements.

3. **Background.** The match is an annual event played between the RAN and the ACT Veterans Rugby Club. It aims to raise funds for the Canberra Hospital paediatrics wards.

4. The inaugural match was played between HMAS *Canberra* and the ACT Veterans in 2005 as one of the ship's decommissioning events. Fifteen hundred dollars was raised for the paediatrics wards. Also organised that weekend were:

a. a charity bike ride from Sydney to Canberra by *Canberra* personnel, which raised $6780 for the hospital

b. the last freedom of entry to the City of Canberra by the ship's company.

5. Post decommissioning of *Canberra*, HMAS *Darwin* accepted the stewardship of *Canberra's* affiliations until the next *Canberra* enters service. Hence *Darwin's* participation in this charity match.

6. HMAS *Darwin* will have its XO, one officer and one sailor attending the ACT Veterans annual dinner on 14 Aug 10. CDF will attend as patron of the ACT Veterans Rugby Club. CO *Darwin* will be absent that evening, enjoying his 40th birthday.

7. The score for the game will be nine-all.

Attendance

8. The President of the ACT Veterans Rugby Club is Mr Jim Halfback, aka 'Pudge'.

9. The local senator, Scrum Down, is a member of the ACT Veterans Rugby Club and is likely to attend the match.

10. Other Service Chiefs have been invited.

11. Staff of the Canberra Hospital will be in attendance. This includes the paediatrics wards' platypus mascot, PatCH (Paediatrics at the Canberra Hospital). It is uncertain whether any young patients from the hospital will attend, although they have in the past.

12. There is a great deal of goodwill between the ACT Veterans and the RAN.

Requirements

13. On completion of the match you will present the GMT Charity Trophy to both team captains at the oval. This trophy is perpetually held in your office and lent each year (as the Vets have no storage or clubhouse). You have not requested a speech for this requirement.

14. A post-match function will be held at Olims Hotel. A presentation of $500 by CO *Darwin* will be made to the Canberra Hospital Director of Paediatrics, Dr Harry Quarterback, as will a similar donation from the ACT Veterans Rugby Club.

Media

15. A media alert has been released through FHQ regarding this event. CO *Darwin* is the nominated spokesperson.

16. The *Canberra Times* has been contacted by the ACT Veterans Rugby Club and a *Navy News* photographer will attend.

Issues

17. Noting the pending announcement of the Sonar source selection for the AWD, there could be invigorated media interest in your attendance.

Brief prepared by:	**Brief cleared by:**
B Forward	**A Fullback**
CMDR, RAN	CAPT, RAN
President ACT Veterans Rugby Club	CSO CN
64598	65301
Aug 10	Aug 10

STRUCTURE AND LAYOUT OF A BRIEF WITH FLAG REFERENCES

SECURITY CLASSIFICATION (as required)

1

Defence/ADF/Group Logo **Brief**
[18-pt, bold, TNR, right-aligned]

File reference
Organisational reference

Address block

TITLE OF BRIEF [uppercase, bold, TNR, 12 pt]

Summary/bottom line[2]

1. If brief is over five pages in length, then a summary should be inserted here.

INTRODUCTION[3]

2. **Purpose of brief.** This brief informs ...

3. **Scope of brief.** This brief addresses: [4]Head Flag A

a. <Enter scope of brief> Head Flag B

4. **Background.** This background includes:

a. (Note that text in a brief is often double-spaced.) Side Flag A1

5. **Summary.** (May be required if the brief is between three to five pages in length.) It is essential that …

SECTION HEADING[5]

6. **First-level paragraph.** This presents the first theme of the content. Use of lower level paragraphs helps to organise 'subpoints', as shown here:

a. The text of this second-level paragraph runs beyond the end of the line. It is 'wrapped' and indented. Side Flag A2

b. This is the second 'subpoint' of the first theme. It introduces a lower level of points Side Flag A3

(1) This is third-level content

SECURITY CLASSIFICATION (as required)

---

(2)

c. This is the third 'subpoint' of the first theme

7. **First-level paragraph.** This presents the second theme of the content Side Flag B1

a. **Second-level paragraph** The text of this second-level paragraph

(1) Third-level content Side Flag B2

(2) Third-level content

CONCLUSION(S)[6]

8. The conclusion(s) may include paragraphs with group headings,

RECOMMENDATION(S)[7]

9. The recommendation(s) may include subparagraphs. At least two lines must be carried over with the subscription.

<Enter Signatory Name>
<Enter Rank> (Military Only)
<Enter Appointment>

<Enter Office/Desk Location>
<Enter Phone>, fax <Enter Fax>
<Enter Email Address>

<Enter Promulgation Date (dd mm yy)>

Authorities consulted: (as required)
<Enter Authorities Consulted Details>Dr A Authority, Faculty of Education, Macquarie University
BRIG B Brave, DGPP–A, R8–4–17

Annex(es): (as required)
A. <Enter Annex List Entry A>
B. <Enter Annex List Entry B>

Enclosure(s): (as required)

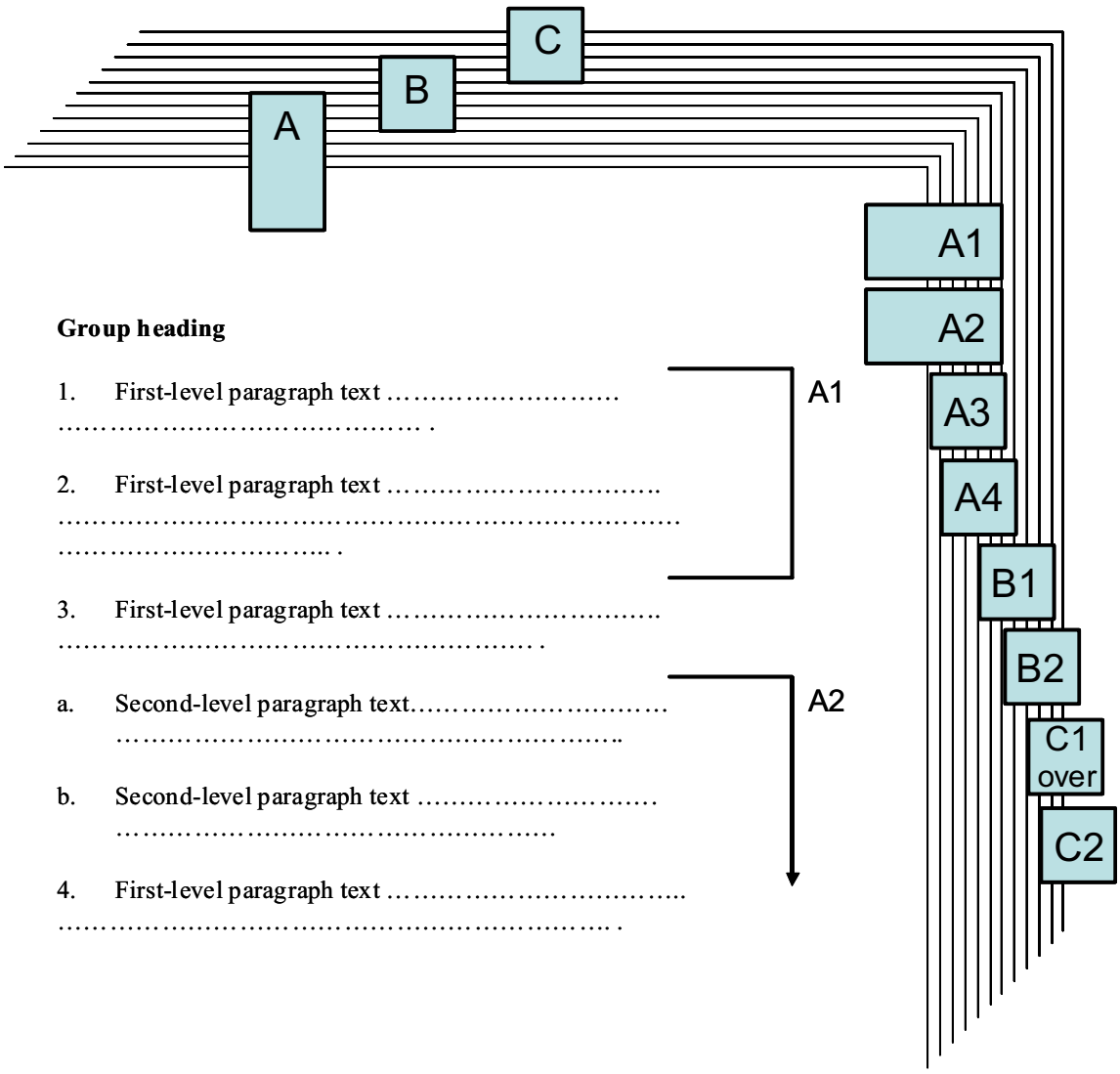
1. <Enter Enclosure List Entry 1>
2. <Enter Enclosure List Entry 2>

Head flags: (as required)
A. HQJOC 1234/5/P3 pt 1 (32) of 17 Mar 11
B. <Enter Head Flag List Entry 2>

Side flags: (as required)
A1. paragraph 3
A2. subparagraph 4a(1)
B1. <Enter Side Flag List Entry 3>

Layout notes:
1. Format the header as a one-row, two-column table, without borders.
2. A summary may be required if the brief is longer than five pages; a ‘bottom line’ if the brief is shorter than three pages.
3. The heading here (section or group) will depend on the length of the brief and the overall heading hierarchy.
4. Note the right-hand 35-millimetre margin that is used because flag references are included. Without flag references the margin should be 25 millimetres.
5. This heading should be at the same hierarchical level as ‘INTRODUCTION’; that is, both may be either section headings or group headings.
6. The heading ‘CONCLUSION(S)’ should be at the same hierarchical level as ‘INTRODUCTION’; that is, both may be either section headings or group headings.
7. As with the heading ‘CONCLUSION(S)’, ‘RECOMMENDATION(S)’ should be at the same hierarchical level as ‘INTRODUCTION’; that is, they may be either both section headings or both group headings.

FLAGGING OF SUPPORTING DOCUMENTS



1. The illustration depicts three supporting documents identified by head flags A, B and C.

2. Head flags are distributed horizontally, in alphabetical order from left to right, attached to the head of the front page of their corresponding supporting document.

3. Side flags are distributed vertically, in alpha-numeric order from top to bottom, attached to the side of the page of the supporting document containing the referenced text.

4. All the text to which the side flag refers is identified by one vertical and two horizontal lines, as shown at A1 in the illustration. In addition, the vertical line is labelled with the same side flag number (in case the side flag is accidentally lost). This identification is best achieved by using pen and ruler, the alpha-numeric label being applied in manuscript.

5. Where a referenced section of text extends down and over the page (or to the next page in a single-sided document) a vertical down arrow is drawn to show this, extending from the upper boundary horizontal line (see A2). A corresponding lower boundary horizontal line and vertical up arrow (with the same side flag number) is drawn on the back/next page to indicate the full extent of the referenced paragraphs.

6. Where the referenced section of text is wholly on the reverse of a double-sided document, the side flag faces the front, with ‘over’ included in the label (see ‘C1 over’).

EXAMPLE OF A DOT-POINT BRIEF

NAVY

Dot-point brief

CN/OUT/43/09

Secretary (R1–5–Secretary Suite)

RECOGNITION OF NAVY MEMBERS ON DISCHARGE WITH LESS THAN 20 YEARS SERVICE

Introduction

1. **Purpose.** To meet your request for information that can be used to respond to an email from Mr William Little.

2. **Background.** Mr William Little emailed you on 21 Nov 09 expressing concern about the lack of recognition for Navy members and APS employees who leave Defence before achieving 20 years' service.

Discussion

- Applicable references are:
  - DI(N) PERS 08–2, *Ceremonies to Reward and Recognise Members of the Royal Australian Navy*, details recognition procedures and mandates that a Certificate of Service is sent to all permanent Navy members post-discharge.
  - ABR6289, *Royal Australian Navy Officers' Career Management Manual*, directs that a Letter of Appreciation be sent to officers discharging with over 10 years' service. Current practice is to provide a Letter of Appreciation signed by DGNPT to all officers discharging with less than 20 years' service.
  - CM0912000 refers to long service awards for APS members. These are presented only to those still serving in the APS at 20, 30 and 40 years.
- There is currently no formal requirement to recognise sailors or Naval Reserve members discharging with over 10 and less than 20 years' service.

- While there is little formal guidance for recognition of members leaving before achieving 20 years of service, such occasions are usually marked by a workplace morning tea or gathering initiated and paid for by the individuals who work in the area of the member retiring.

- DGNPT is reviewing DI(N) PERS 08–2 with a view to developing more contemporary policy for recognition of career milestones for Navy members, including recognition on completion of less than 20 years' service.

Recommendations

3. You should:

a. **note** the current methods of recognition for Navy people who leave before achieving 20 years' service

b. **note** that further investigation is under way with a view to developing a more contemporary policy for recognition of career milestones for Navy people, including completion of less than 20 years' service.

RH Crane
VADM, RAN
CN

R1–4–C001
55165
russ.crane@defence.gov.au

Dec 09

STRUCTURE AND LAYOUT OF DOT-POINT BRIEF

SECURITY CLASSIFICATION (as required)

Defence/ADF/Group Logo
[left aligned]

[18-pt, TNR, right aligned] Dot-point brief

[File reference]
Correspondence reference

ADDRESS BLOCK

TITLE OF DOT-POINT BRIEF (Capitals, Bold, TNR, 12 PT)

Introduction (group heading)

1. **Purpose.** ……

2. **Background.** ……

A descriptive subject heading (group heading)

- First-level dot-point paragraph (left-aligned, single-spaced) …… ..……..…

- First-level dot-point paragraph …….....

  – Second-level dot-point paragraph (single-spaced) …… ……

  – Second-level dot-point paragraph …….

    * Third-level dot-point paragraph (single-spaced) …… ……

    * Third-level dot-point paragraph ……

A descriptive subject heading (group heading)

- First-level dot-point paragraph …… ……

- First-level dot-point paragraph ……

SECURITY CLASSIFICATION (as required)

SECURITY CLASSIFICATION (as required)

Conclusion(s) (as required and presented as a group heading)

3. First-level numbered paragraph (left-aligned, double-spaced if all numbered paragraphs are) ……

Recommendation(s) (as required and presented as a group heading)

4. First-level numbered paragraph (left-aligned, double-spaced if all numbered paragraphs are) ……

……

Name of signatory
Abbreviated rank for military
Abbreviated appointment

Address
Telephone
Email address

Abbreviated date

Authorities consulted:
...
...
Annex(es): (as required)
...
Enclosure(s): (as required)
...
Bibliography (as required)
...

CHAPTER 13

FORMAL MESSAGES

13.1 A formal message—also called a 'military message', 'Defence message', or 'signal', and by the Department of Foreign Affairs and Trade, a 'cable'—is a form of official correspondence used to support Defence operations, command and control, logistics and intelligence functions, and other Defence business processes. Transmitted by radio or over the Defence intranet, it is written in brief, plain, abbreviated or coded language and is prepared in a format that helps transmission.

13.2 Formal messages are used when the originators consider that information must be conveyed with guaranteed security and reliability, and when the action addressees are expected to act on the message with minimum delay.

13.3 A formal message should not be used to convey general or routine administrative information: in this instance other communication options such as telephone (secure and non-secure), mail or other paper correspondence, email, intranet or internet webpages, are more suitable.

13.4 When drafting, releasing or processing formal messages, observe the principles and procedures detailed in this chapter.

DEFENCE FORMAL MESSAGING SYSTEM

13.5 The Defence Formal Messaging System (DFMS) is a command and control system for use in communicating information classified up to SECRET and without security caveats. Messages with the higher classification of TOP SECRET or with security caveats are transmitted by other means—for example: via the Defence Secret Network (DSN) for up to SECRET and with a security caveat, via secure fax or via a Defence Top Secret Network terminal.

13.6 The DFMS is operationally and technically controlled by the National DFMS Control Centre (NDCC), part of the Chief Information Officer Group. To ensure operational command traffic is not unduly delayed, users of the system are required to comply with the NDCC's directions for efficient use of the DFMS.

References

13.7 The information in this chapter is based on the following sources:

a. ADF Communications Instruction 6.2.1—*Defence Formal Messaging System*

b. Allied Communications Publication (ACP) 117—*Allied Routing Indicator Book: Australia and New Zealand Supplement 1 (AUS/NZL Supp 1)*

c. ACP 117—*NATO Supplement 2, NATO Subject Indicator System*

d. ACP 121—*Communications Instructions—General*

e. ACP 128—*Allied Telecommunications Record System (ALTERS) Operating Procedures*

f. ACP 131—*Communications Instructions Operating Signals*.

More information is on the NDCC intranet site. Advice on message writing is also available from regional servicing communications centres (COMMCENs).

Responsibilities

13.8 The production, dispatch and actioning of formal messages involves individuals with four specific roles:

a. **Originator.** Within a command, formation, unit or headquarters the originator is the individual on whose authority a message is sent and who is responsible for the actions of the drafter and the releaser. The originator also ensures that all personnel in their organisation who receive, draft or release messages on their behalf are fully conversant with the requirements of the instructions detailed here.

b. **Drafter.** This person creates the message on behalf of the originator and is responsible for both the accuracy of the message's content and how the message is presented. They also determine whether a formal message is the appropriate means of transmitting the content. The drafter is responsible to the originator through the releaser.

c. **Releaser.** This individual, who is delegated by the originator to authorise transmission of the message, is responsible for several things:

(1) confirming the appropriateness of using a formal message

(2) confirming the accuracy of the message's content

(3) ensuring that the applicable writing conventions have been complied with

(4) approving the transmission of the message in accordance with its assigned precedence.

d. **Action officer.** When a formal message requires action, the action officer is responsible to the action addressee for carrying out the action. If the required action cannot be taken, the action officer must inform the addressee. In the event that a formal message listing an action officer is received inadvertently the message should be passed to the correct person for action and the relevant COMMCEN informed so that it can check and possibly amend any standard distribution list used.

DRAFTING THE MESSAGE

13.9 Messages can be prepared either:

a. by keying directly into the Mercury application on the Defence Restricted Network (DRN) or DSN

or

b. by printing an OC033 'Message form' at Defence Web Forms and sending it to a COMMCEN for inputting into the Mercury application on the DRN or DSN.

Mercury can be used to draft messages up to the classification of the network on which it resides. Annex 13A shows the Mercury main screen. Additional Mercury support is available at:

the Mercury webpage for training

and

the NDCC webpage for general information.

13.10 Use capital letters and, for electronic writing, 12 point Arial font.

Amending in manuscript form

13.11 All handwritten amendments made to messages must be initialled. With the exception of the body of the message, the initials should be positioned where the amendment has been made. For the message body, place the initials to the left of the text, in line with the amendment. The COMMCEN will gain approval from either the originator or the releaser if amendments to message content are necessary.

13.12 Details of the originator and addressee should accord with the authorised listing of plain language addresses found in the AUS/NZL Supp 1. Related advice can be obtained from the local COMMCEN.

13.13 A formal message consists of three elements:

a. header area

b. message body

c. footer area—OC033 only (information about the drafter and releaser).

HEADER AREA

Protective markings

13.14 Messages can have two types of protective marking—security classifications and security caveats that add special requirements to classifications. The following information comes from the *Defence Security Manual* (DSM).

13.15 **Security classifications.** These impose restrictions on the handling of formal messages and the dissemination of the information they contain. They are used to identify content whose unauthorised disclosure could harm national security. See Part 2.30 of the DSM for further guidance.

13.16 A reply or reference to a classified message can be assigned a lower classification if the text allows.

13.17 The releaser is responsible for ensuring that the proper security classification appears on each page of the message form before it is transmitted. This helps satisfy the requirement that classified information be passed only to individuals with a 'need to know'. The releaser is also responsible for ensuring that TOP SECRET, AUSTEO, AGAO or CABINET–IN–CONFIDENCE messages, or any message bearing a caveat, are not transmitted using the DFMS.

13.18 **Security caveats.** As a warning that the content of a message has special handling requirements in addition to those determined by its classification, a security caveat can be appended to the classification. Such caveats are not classifications in their own right and must not appear without the appropriate classification. There are five types of security caveat:

a. **Codeword.** This advises that the information covered is in a special 'need-to-know' compartment.

b. **Eyes Only.** This advises that access to the information is restricted to specific nationalities; for example, 'AUSTEO' means 'Australian Eyes Only' and 'AUS/US EO' means 'Australian and United States Eyes Only'.

c. **AGAO.** In limited circumstances Defence and the Australian Secret Intelligence Organisation use 'AGAO' (Australian Government Access Only) to mean that these agencies may pass information so marked to cleared representatives of foreign governments on exchange, long-term posting or attachment to the Australian Government.

d. **Releasability.** The caveat 'RELEASABLE TO' identifies information that has been released or is releasable to the nominated foreign countries only; for example, 'REL GBR,NZL' means the information may be passed to the United Kingdom and New Zealand only.

e. **Special handling.** Special handling instructions describe various indicators such as operation codewords, instructions to use particular communication channels, 'EXCLUSIVE FOR (named person)', and 'EYES ONLY' (named person or group of people).

13.19 There are three additional requirements relating to caveats:

a. All messages bearing a privacy label are to contain the appropriate privacy subject indicator code (see 13.29).

b. The DSM requires that material classified X–IN–CONFIDENCE be handled in the same way as RESTRICTED material. The text for such messages should not therefore warrant a security classification higher than RESTRICTED.

c. Commanders and managers should ensure that their releasers are aware that communications staff at all ranks are cleared for access to X–IN–CONFIDENCE messages and that more restrictive special handling instructions are sometimes required.

Precedence

13.20 The four DFMS precedence levels—FLASH, IMMEDIATE, PRIORITY and ROUTINE—provide guidance to the following individuals on handling messages:

a. the originator—showing the expected speed of delivery of the message to the addressee

b. communications staff—showing the relative order of message processing, transmission and delivery

c. the addressee—showing the relative order in which the message should be actioned.

Precedence levels are assigned independently of security classifications and privacy labels.

13.21 The name, letter code, meaning or purpose, and delivery time objectives for the four available precedence levels are as follows:

a. **FLASH (Z).** This precedence level is reserved for initial enemy contact messages or operational combat messages of extreme urgency. Brevity is mandatory. The message is to be handled as fast as humanly possible, with an objective of less than 10 minutes.

b. **IMMEDIATE (O).** This level is for messages relating to situations that gravely affect the security of national or allied forces, or the populace in general, and that require immediate delivery to the addressee(s). The message should be delivered in less than one hour.

c. **PRIORITY (P).** This level is for messages that require prompt action by the addressee and/or furnish essential information for the conduct of operations in progress when routine precedence will not suffice. The time objective for delivery of the message is six hours.

d. **ROUTINE (R).** This level is used for all types of messages that justify transmission by rapid means but are not sufficiently urgent and important to warrant a higher level of precedence. The message should be delivered before the start of business on the following working day.

13.22 The time objective starts when the COMMCEN has receipted the message, not when the releaser signed the message (when using an OC033) or when the message is released (on Mercury). The releaser is responsible for ensuring that the precedence of a message is realistic, taking into account time of day, time differences between geographically separated locations, and the operating hours of the addressee's COMMCEN.

13.23 The need for sensible precedence assignment cannot be over-emphasised. Indiscriminate use of unnecessarily high precedence levels defeats the purpose of the precedence system. Subject importance does not necessarily imply urgency.

13.24 Both the Mercury application and the OC033 message form have separate boxes advising the precedence level for action and information addressees. These boxes enable the originator to send a message to information addressees with a lower precedence level than that assigned to the message when it is sent to action addressees.

a. 'Precedence Action' is the precedence assigned to all action addressees.

b. 'Precedence Info' is the precedence assigned to all information addressees. It is ROUTINE unless otherwise designated. Only rarely should the precedence for information addressees be higher than ROUTINE.

Date, time group

13.25 The date–time group (DTG) shows when the message was officially released. In Mercury, the software automatically applies a DTG when a new message is begun. Because of this, any delay in releasing a Mercury-generated message with a precedence higher than ROUTINE could prevent action addressees meeting their intended or expected response times. To overcome this, the releaser should update the DTG field in Mercury immediately before transmitting the message.

13.26 Express the DTG as ‘DDTTTTZ MMM YY’, where:

a. DD refers to the day of the month (use a leading zero with a single numeral).

b. TTTT refers to the time on a 24-hour clock (0001 to 2359).

c. Z is a time zone suffix meaning Coordinated Universal Time (UTC, previously Greenwich Mean Time) unless the theatre or area commander prescribes the use of local time for local tactical situations.

d. MMM refers to the first three letters of the month.

e. YY refers to the last two numerals of the year.

13.27 More information about time zones is provided in Annex 13C and is available on the following websites:

http://wwp.greenwichmeantime.com/info/timezone.htm

http://www.timeanddate.com/library/abbreviations/timezones/military/z.html.

Subject of message

13.28 The subject heading enables addressees to readily identify the content of a formal message. It precedes the reference and message text and should be a concise résumé of the message’s content. Formal messages have the abbreviation ‘SUBJ:’ preceding the subject heading.

Subject indicator code

13.29 The subject indicator code (SIC) is a three-letter descriptor consisting of subject sphere and area and qualifier codes. It is allocated in accordance with the subject of the message. If the text of a message covers more than one subject, up to three SICs can be assigned.

13.30 ACP 117—NATO Supplement 2 provides details of SICs and is accessible from the Mercury Message Editor.

MESSAGE BODY

Addressing

13.31 Formal messages are sent to organisations such as commands, units, establishments, facilities and branches. They are not addressed to appointments or individuals. Commands, units, and so on, are assigned a plain language address (PLA) for use in DFMS.

13.32 **Addressees.** Formal messages can be sent either to individual addressees (that is, a specific message address, or SMA) or to predetermined groups of addressees. Each addressee is listed as either ‘action’ or ‘information’, depending on whether they are expected to act on the message’s content or the purpose of the content is simply to keep them informed.

13.33 **Address designators.** Specific and frequently recurring groups of action or information addressees are assigned military address designators. These designators facilitate communication to predetermined groups of addressees (such as all mobile addressees) and are used for specific purposes (such as disseminating information in a numbered series). Collective Address (CA), Address Indicating Group (AIG), and Task Organisations (which are forms of CA) are types of military address designator. Only the controlling authority of a military address designator can authorise its use. Originators of messages are to contact controlling authorities via formal message in two circumstances:

a. to ask to use a CA or AIG for a message

b. to seek addition or deletion of their PLA to or from a CA or AIG.

For assistance with determining an SMA, a CA or an AIG, either contact a COMMCEN or refer to ACP 117—AUS/NZL Sup 1 on the National DFMS Control Centre webpage.

13.34 **Address box.** Insert the originator's PLA in the 'FROM' address box of an OC033 message form or a Mercury-generated message, followed by the PLA or address designators of action and/or information addressees. If using a CA or AIG, it must appear in the 'TO' line of the message since the addresses within the designator are, by definition, action addressees. Two other types of addressee can also be included:

a. exempted (XMT) addressees—used when the originator wants to exclude one or more authorities from a collective address

b. ZEN addressees (ZNE/SMA)—used for addressees sent the formal message by other means, such as hand delivery or email.

13.35 The originator can draw the attention of a particular person to a formal message by adding the Passing Instruction 'FOR', followed by the appointment or name of that person, above the SUBJ line of a Mercury-generated message or at the head of the text on an OC033—for example 'FOR DC3EW'.

13.36 **Limiting addressees.** Drafters and releasers should restrict their addressees to those for whom knowledge of the text is essential so as to avoid overloading of the communications system and/or delivery delays.

13.37 **General messages.** General messages are predominantly used by Navy operational and administrative commands to pass information to a large number of addressees. They are used in conjunction with CAs and are identified by an abbreviated title and number (for reference purposes) in the 'Subject of message'—for example, ALL SHIP 002/10 (meaning the second ALL SHIP general message to be promulgated in 2010).

13.38 **Other distribution-related markings.** Other distribution-related markings are placed at the head of a formal message:

a. **EXERCISE or OPERATION identifier.** This marking is used when message traffic refers to a specific exercise or operation—for example, EXERCISE RIMPAC 08.

b. **NODUF.** Messages involving participants in peacetime exercises and that refer to matters outside the exercise scenario are prefixed 'NODUF', which means that the transmission and contents of the message are not to be subjected to direction finding or analysis or used in any way as intelligence during the exercise. Notification of a casualty is an example of when a NODUF instruction might be used. The following guidelines apply to the use of NODUF:

(1) Use NODUF procedures in peacetime exercises for messages that would not be sent in a real war situation—for example, umpire, administrative and amenity-related messages.

(2) The originator should clearly mark 'NODUF' on any messages authorised for transmission using NODUF procedure. The label should appear in the message instruction space on the message form. The word 'NODUF' is transmitted unencrypted.

(3) Since a potential enemy might still be able to intercept messages sent under cover of NODUF, these messages must carry the appropriate security classification.

c. **EXERCISE ONLY.** This marking means the opposite of NODUF. When transmitting a message for a specific exercise purpose during the course of normal day-to-day operations, insert 'EXERCISE ONLY' in the message instructions box. This advises recipients that the message is for training purposes only and that 'real' action in response is not required.

d. **SAFETY SAFETY SAFETY.** Use this marking to emphasise that the message has urgent safety implications.

These distribution markings do not affect the normal distribution of a formal message. If the SIC system is used judiciously, inclusion of additional distribution markings is generally necessary only in large headquarters where the distribution arrangements could be uncertain.

References

13.39 To help addressees find related written information about the subject matter, one or more references can be included in the message text heading. List only those references essential to the subject discussed and bear in mind the following:

a. UNCLASSIFIED references can be made to classified material, providing only brief, innocuous mention is made of the content of the referred document.

b. Replies to IN–CONFIDENCE messages require an IN–CONFIDENCE label only if they contain IN–CONFIDENCE material.

13.40 **Format.** List each reference on a separate line and prefixed by sequential alphabetic characters, beginning with A. Do not use the title 'REFERENCE' (or 'REF') or the words 'YOUR' and 'MY' in place of an authorised address designator.

13.41 References can be of several types:

a. a publication or document, identified by its short title—for example, ADFCI 6.2.1 PARA 2

b. correspondence, identified by an authorised originating address followed by the letter reference number and originating date—for example, HQJOC 138/3/1 OF 23 JUL 08

c. a message, identified by the format originator, SIC (and originator number if used) and DTG—for example, HQJOC EQR MSO13 010509Z JUL 08

d. a telephone conversation, in the format call originator (unit), call recipient (unit) and the date—for example, TELECON LTCOL GREEN (136 SIG SQN)/WGCDR CHIPP (1CCS) OF 01 OCT 08

e. an email, in the format email originator (unit), email recipient (unit) and the date—for example, EMAIL LCDR SMITH (HMAS HARMAN)/MAJ BROWN (HQJOC) OF 01 OCT 08.

13.42 **Reference not held by all addressees.** When references are included in a multiple-address message and one or more of the addressees might not hold a particular reference, the originator must decide whether the reference is to be passed to them or whether information contained in the message text is sufficient for any necessary action. The following text, contained in the reference section, shows which course has been taken:

a. **Not to,** or **not needed by all addressees.** When one or more addressees in a list of addressees does not need a particular reference, 'NOTAL' is written after the reference—for example, DEFENCE ACADEMY CAMPBELL VLT/PSR 231426Z JUL 09 NOTAL.

b. **Passed separately.** When it is necessary to forward a message used as a reference to another addressee, insert 'PASEP' and the new DTG after the original message DTG—for example, HMAS KUTTABUL VLT/PSR 231426Z JUL 09 PASEP 251015Z JUL 09.

General text

13.43 Although the conventions of Defence writing normally apply to formal messages, the paragraphs that follow provide guidance specific to message writing.

13.44 The large number of formal messages processed daily and the need to minimise transmission times call for brevity. Although a message's intent must always be clear, avoid unnecessary words and commonly used conjunctions and prepositions. Do not leave blank lines between paragraphs or in the text, and do not feel bound to use complete sentences.

13.45 Minimise the use of paragraphs and number them, even if there is only one paragraph. Do not indent them.

13.46 **Minimal punctuation.** The limitations in communications systems mean that punctuation marks other than commas and full stops should be written in full in capitals—for example, 'QUOTE … ENDQUOTE'. Do not use a full stop at the end of the final paragraph of text. Drafters should be mindful of this requirement, particularly when copying and pasting text from other sources.

13.47 **Abbreviations and symbols.** For brevity, make full use of commonly accepted, as well as the authorised military abbreviations contained in the *Australian Defence Glossary*.

13.48 **Country codes.** The international standard (ISO 3166) for two-letter (alpha-2), three-letter (alpha-3) and three-number (numeral-3) country codes is duplicated as Australian Standard/New Zealand Standard (AS/NZS) 2632.1:2008. Defence complies with the latest edition of AS/NZS 2632 alpha-3 codes (for example, AUS), with the exception that some in-service equipment and software will continue to employ alpha-2 codes (for example, AU) until upgraded or replaced.

13.49 **Phonetic equivalents.** Use phonetic equivalents such as alpha, bravo, romeo and juliet to protect isolated letters in message texts from error. Such equivalents should, for example, be used to express lettered coordinates contained in operation orders and to refer to items of equipment that are identified by letters and figures. They should not be used for the personal pronoun ‘I’, the article ‘a’ or for such things as a person's initials, points of the compass and readily recognised abbreviations—for example, UHF.

13.50 **Spelling out numbers.** The following applies to the expression of numbers:

a. Write numbers from one to nine and whole hundreds, thousands and millions in words—for example, FIVE HUNDRED rather than 500. Write other numbers using numerals—19, 642, 1350 and 17 791.

b. Write numbers containing a decimal point in full—for example, ONE ZERO POINT TWO FIVE instead of 10.25.

c. Write Roman numerals as letters preceded by the word ‘ROMAN’—for example, ROMAN XXIV.

d. When expressing fractions in a message, write them in words or as numbers separated by a slash or hyphen. Thus a half is written as ‘ONE-HALF’ or ‘1/2’ and one-and-a-half is written as ‘ONE POINT FIVE’, ‘ONE AND ONE–HALF’ or ‘1–1/2’.

e. Present units of measurement in words or as number groups followed by the unit. Thus 2 x 3 cm is written as ‘TWO BY THREE CENTIMETRES’ or ‘2 CM BY 3 CM’.

13.51 When writing a formal message by hand, avoid possible confusion between handwritten numerals and letters by presenting:

a. numeral seven with a hyphen through it to distinguish it from the numeral for two

b. numeral one with a line underneath it to distinguish it from the letter lima

c. numeral zero with a slash through it to distinguish it from the letter oscar

d. letter zulu with a hyphen through it to distinguish it from the numeral two.

13.52 **Date and time.** The following apply to expressing dates and times:

a. Use general writing conventions for dates (see 5.67–78).

b. Use the 24-hours clock to express time and follow this with the time zone suffix—for example, 0900K.

c. When date and time are shown together, present them as a group with an abbreviated month and, if necessary, the last two figures of the year—for example, 081543K JUN 04 (see 13.26).

d. If the text contains a number of references to the same time zone, the explanatory phrase ‘ALL TIMES …’ can be used—for example, ALL TIMES KILO.

13.53 **Repetition.** To prevent misinterpretation, a word can be repeated. In such instances, write the prosign ‘IMI’ between the repeated words: do not use the word ‘REPEAT’. Prosigns are specialist communicator identifiers. Avoid repeating words for emphasis.

13.54 **Acknowledgments.** If the originator of a message wants to know that the action addressees have received and understood the message, they should insert ‘ACKNOWLEDGE’ or ‘ACKNOWLEDGE IMMEDIATELY’ or ‘ALL ACKNOWLEDGE’ at the end of the text.

13.55 An acknowledgment consists of the address of the originator who requires the acknowledgment, the message reference (SIC and DTG) and the term ACKNOWLEDGED or ACK. Do not send the response to other addressees.

13.56 **Message corrections.** Messages can be corrected after transmission either by retransmitting the entire corrected message, with the OPSIG (operation signal) ZOJ entered in the message heading, or by sending another message explaining the amendment. When a change is lengthy, sending a new message and cancelling the original is preferable. If a correction to the address component of a message is necessary, the original message should be cancelled and a new message transmitted with the corrected detail using a different DTG, as in 13.60.

13.57 ACP 131—*Communications Instructions Operating Signals* lists operating signals and provides instructions for their use.

Additional information

13.58 **Re-addressing messages.** To correct faults in an address or to include additional addressee(s), the originator of the message or an addressee might re-address the message. In this instance, the following updated content must be included in the new message heading:

a. the message's level of precedence

b. a new DTG

c. the message address of the authority originating the re-addressed message in the 'FROM' section

d. the message address of the authority to whom the message is being re-addressed, inserted in either the 'TO' or the 'INFO' section.

13.59 Re-addressed messages must be released by an authorised releaser. The original message must not have been altered.

13.60 If the message is being re-addressed by an addressee, as opposed to the originator the re-addressed message can include the originator as an information addressee, as shown in the following example, in which HMAS KUTTABUL considers that HQJOC is the proper action addressee:

Original message heading

R 122345Z JUL 12
FM FHQAUST
TO HMAS KUTTABUL
INFO HQJOC

Re-addressed message heading

R 130832Z JUL 12
FM HMAS KUTTABUL
TO HQJOC
INFO FHQAUST
1CCS
BT
UNCLAS
SIC
READDRESSAL
R 122345Z JUL 12
FM FHQAUST
TO HMAS KUTTABUL
INFO HQJOC

13.61 When referring to a re-addressed message, always use the original DTG followed by 'PASEP' and the re-addressed DTG. Re-addressed messages should be filed under each DTG appearing in the address component.

13.62 **Messages not understood.** If a formal message is not understood or is ambiguous, the addressee should take the following action:

a. If the message appears to have been corrupted during transmission, the addressee should refer it to their COMMCEN, which will request a re-transmission.

b. If a repeat message still appears corrupt or ambiguous or is not understood, the addressee should advise the originator by whatever means available, stating exactly what is not clear and seeking verification of all or part of the message.

13.63 **Cancelling messages.** Only the originator of a formal message can cancel that message after its transmission. The cancellation can be in the form of a new message or it can be included in a message that supersedes the one being cancelled. Communications staff may not to cancel messages on behalf of an originator.

13.64 **Lost or delayed messages.** If a message is presumed lost or is unduly delayed, 'tracer action' can be requested by the originator or an affected addressee in order to track the message from its origin to its destination or to the last point where processing is recorded. Tracer action can be initiated only by the originating COMMCEN. Routine tracer action should not normally be initiated more than 14 days after a message is signed or released. This period can be extended by a further seven days if the originator considers an investigation will be useful.

FOOTER AREA

13.65 The footer area of the OC033 message form contains several important fields, three of which must be completed on each page of a multi-page message:

a. **Page number.** Identify the number of the page, even if the document is a single page only.

b. **Number of pages.** Include the number of pages constituting the original message.

c. **Security classification.** See 13.15–13–18.

13.66 The signature field on the last page of a message (or the first page if the message is a single-page document) should contain the following:

a. **Drafter's details.** Use the abbreviated forms of rank and title.

b. **Drafter's telephone number.** This allows the COMMCEN to contact the drafter if any problems arise in relation to the message.

c. **Reference file.** Provide the file or archive location of the message. This is especially important if the message needs to be located for review or clarification purposes.

d. **Releaser's details.** Use the abbreviated forms of rank and title.

e. **Branch or unit details.** This shows the organisational location of the releaser and helps identify the authority releasing the message.

f. **Signature and date fields.** These, together with the DTG in the header, are the last fields to be completed before the message is submitted for transmission.

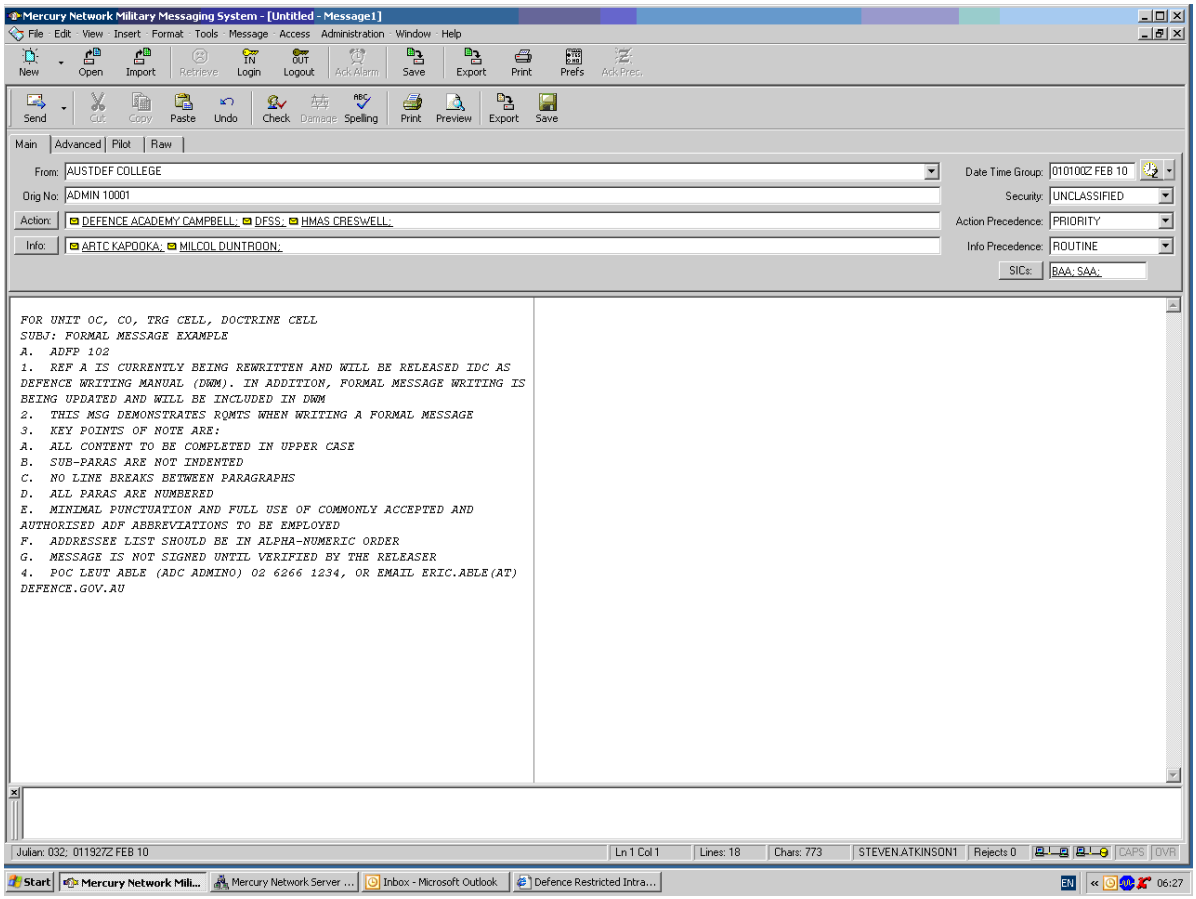
TRANSMISSION OF MESSAGES OVERSEAS

13.67 The Diplomatic Communications Network, controlled by the Department of Foreign Affairs and Trade, is the official channel for communication between the Australian Government and its representatives overseas. Where military communications channels exist, however, they should be used—for example, in Washington and London.

13.68 For a complete listing of embassy, commission and consulate message addresses, refer to ACP117 AUS/NZL Supp 1 or contact a COMMCEN.

Annexes:

MERCURY MESSAGE EDITOR: MAIN SCREEN



ASSIGNMENT OF PRECEDENCE AND HANDLING OF MESSAGES ACCORDING TO PRECEDENCE

Assignment of precedence

1. Messages are assigned one of four levels of precedence:

a. **FLASH.** These messages are used for initial enemy contact or for operational combat matters of extreme urgency—for example:

(1) initial enemy contact reports

(2) warning of imminent large-scale attack

(3) extremely urgent intelligence

(4) major strategic decisions of great urgency

(5) reversal of orders that might result in Australian or allied casualties or orders to take emergency action for the prevention of conflict between friendly forces.

b. **IMMEDIATE.** These messages require instant delivery. They are used for grave threats to national or allied forces or the public in general—for example:

(1) additional information on initial enemy contact

(2) reports of unusual major movements of foreign military forces in times of peace or strained relations

(3) reports of enemy counterattack or requests for cancellation of additional support

(4) attack orders to commit a force in reserve without delay

(5) logistic support of special essential weapons to sustain operations

(6) reports of widespread civil disturbance

(7) reports or warning of a grave natural disaster

(8) directions relating to requests for assistance

(9) urgent intelligence

(10) messages relating to requests for news of aircraft in flight, and flight plans and cancellation messages to prevent unnecessary search-and-rescue action.

c. **PRIORITY.** These messages are used for matters requiring a rapid response or for information essential to operations—for example:

(1) situation reports on impending military action

(2) orders to take part in joint operations

(3) immediate movement of forces

(4) death or serious injury.

d. **ROUTINE.** This category applies to all other messages.

Handling of messages

2. The Defence Formal Messaging System, whether through the communications centre (COMMCEN) facilities or via desktop messaging, aims to deliver a message to an addressee's message distribution centre using the following processing directions and times:

a. **FLASH.** Messages are hand-carried, processed, transmitted and delivered in the order received and ahead of all other messages. They are handled as fast as humanly possible with a time objective of less than 10 minutes. Messages of lower precedence will be interrupted on all circuits involved until the handling of FLASH messages is completed.

b. **IMMEDIATE.** Messages are processed, transmitted and delivered in the order received and ahead of all messages of lower precedence. If possible, messages of lower precedence will be interrupted on all circuits involved until the handling of the IMMEDIATE messages is completed. Delivery time is 30 minutes to one hour.

c. **PRIORITY.** Messages are processed, transmitted and delivered in the order received and ahead of all messages of ROUTINE precedence. Delivery time is one to six hours.

d. **ROUTINE.** Messages are processed, transmitted and delivered in the order received and after all messages of a higher precedence. Delivery time is 3 hours to the start of business on the next working day.

3. Among the factors that can prevent compliance with these time objectives and should therefore be taken into account are:

a. transmission conditions

b. the length of the message

c. the message traffic loads

d. special handling requirements

e. misuse of precedence

f. the requirement to use non-Service communications networks

g. COMMCEN staffing conditions—some COMMCENs (such as some Department of Foreign Affairs and Trade COMMCENs in overseas locations) are not open 24 hours a day.

TIME ZONES

		SAME DAY												NEXT DAY											
NEW ZEALAND	+12	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0001	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100
EASTERN AUST STATES AND PNG	+10	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0001	0100	0200	0300	0400	0500	0600	0700	0800	0900
DARWIN ADELAIDE	+9 1/2	0930	1030	1130	1230	1330	1430	1530	1630	1730	1830	1930	2030	2130	2230	2330	0030	0130	0230	0330	0430	0530	0630	0730	0830
SEOUL TOKYO	+9	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0001	0100	0200	0300	0400	0500	0600	0700	0800
PERTH	+8	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0001	0100	0200	0300	0400	0500	0600	0700
MANILA HONG KONG DILI (TIMOR LESTE)	+8	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0001	0100	0200	0300	0400	0500	0600	0700
BUTTERWORTH SINGAPORE	+7 1/2	0730	0830	0930	1030	1130	1230	1330	1430	1530	1630	1730	1830	1930	2030	2130	2230	2330	0030	0130	0230	0330	0430	0530	0630
BANGKOK JAKARTA	+7	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0001	0100	0200	0300	0400	0500	0600
RANGOON	+6 1/2	0630	0730	0830	0930	1030	1130	1230	1330	1430	1530	1630	1730	1830	1930	2030	2130	2230	2330	0030	0130	0230	0330	0430	0530
NEW DELHI	+5 1/2	0530	0630	0730	0830	0930	1030	1130	1230	1330	1430	1530	1630	1730	1830	1930	2030	2130	2230	2330	0030	0130	0230	0330	0430
KABUL (AFGHANISTAN)	+4 1/2	0430	0530	0630	0730	0830	0930	1030	1130	1230	1330	1430	1530	1630	1730	1830	1930	2030	2130	2230	2330	0030	0130	0230	0330
BAGHDAD (IRAQ)	+2	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0001	0100
PARIS ROME	+1	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0001
WASHINGTON	-5	1900	2000	2100	2200	2300	0001	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800
HAWAII	-10	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300	0001	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300
CITY/REGION	OBTAIN LOCAL TIME FROM GMT/UTC	PREVIOUS DAY										SAME DAY													
LONDON (GMT/UTC)		0001	0100	0200	0300	0400	0500	0600	0700	0800	0900	1000	1100	1200	1300	1400	1500	1600	1700	1800	1900	2000	2100	2200	2300

Note: Local use of daylight saving will cause variations in the times shown.

CHAPTER 14

PREPARING TEXT, GRAPHICS AND IMAGES FOR PROJECTION

14.1 Presentations are widely used for communicating with an audience. They are closely related to speeches (see Chapter 15), the difference being the speaker's use of visual aids. There are many types of visual aids a speaker can use, among them posters, scale models, full-size objects, whiteboards, videotapes and DVDs. The most commonly used aids are projected text, graphics and images; these can be in the form of photographic slides, overhead transparencies (which can be written and drawn by hand) and computer-generated graphics and images. In this chapter the term 'slide' is used for such projected material.

14.2 An effective presentation balances spoken and visual communication. When used well, visual aids improve the audience's learning and retention of information and help to maintain attention. The visual material is normally an aid used to reinforce the points the speaker makes: it should not overshadow the presentation.

14.3 This chapter provides guidance on the preparation of slides, particularly computer-generated slides. It is not a technical guide to the use of PowerPoint or other software programs. Annex 14A does, however, provide some hints on presenting with PowerPoint. Annex 14B contains information about the formats available for presenting images in PowerPoint.

GENERAL GUIDELINES FOR USING VISUAL AIDS

14.4 The following guidelines apply to the use of all visual aids and should be considered when preparing text, graphics and images for projection in a presentation:

a. **Appropriateness.** Ensure that visual aids are appropriate for the topic and support the presentation's message.

b. **Consistency.** Make sure the style and use of visual aids are consistent throughout the presentation—particularly the colour scheme, fonts, layout and transitions.

c. **Simplicity.** Aim for visual aids to be as simple and easy to understand as possible while achieving their purpose.

d. **Visibility.** Display a visual aid only when the audience needs to see it. Conceal it when it is not required or it might create a diversion for the audience.

e. **Timing.** Always allow sufficient time for the audience to read or look at a visual aid, to take in what is being shown to them before talking to them about it or removing the aid.

PLANNING THE USE OF SLIDES

14.5 When planning a presentation, consider the following questions that affect the use and production of slides (and other visual aids):

a. **Who is the audience?** Analysing the audience will help determine the best visual aids to use:

(1) **How big is the audience?** This is important in relation to screen size and when reproductions of slides are being provided.

(2) How well does the audience understand the subject? Will they understand jargon?

(3) Are they looking for the 'big picture', do they need the details, or do they need both?

(4) What are they expecting from the presentation? What should they do differently as a result of the presentation?

(5) Are they technical people who require detail and systematic, reasoned arguments?

(6) Will they expect the flow of information to be mainly one-way or a more interactive two-way exchange?

(7) Are they already aware of the basics of the topic and so need less background or clarification?

(8) What is their attitude towards the topic likely to be? Will they be receptive or will they react negatively?

(9) Is attendance voluntary?

Obtaining answers to such questions is essential for creating a well-considered narrative and organising the presentation appropriately. It will also help to determine the style and number of slides to use.

b. **How many slides are needed?** There is no formula relating the number of slides to the length of a presentation: prepare as few or as many as are needed to effectively deliver the message. Keeping the audience engaged and not exceeding the scheduled time are the prime considerations.

c. **How much information can be transferred to the audience in the time allocated?** Do not try to pack too much information into a presentation. As a general rule, a 40-minute presentation should contain about 20 minutes of original content. The remaining time should be taken up with introductions, transitions, summaries and questions.

d. **How much detail?** Slides are best used to summarise and illustrate. They are not a tool for detailed analysis or logical persuasion. Avoid putting too much detail into them. If additional detail is required it should be provided by the speaker or, for people who do not attend the presentation, in detailed handouts.

Use of and alternatives to slides

14.6 When deciding whether to use a slide to support a particular point ask:

a. whether this idea be conveyed in words alone or will it benefit from the use of a visual aid

b. what is the best type of visual aid, noting that a slide is only one option.

14.7 Use slides:

a. to present graphical or technical information (in pictures, charts and tables) that cannot easily be conveyed using text alone

b. to emphasise important information

c. to summarise key information.

14.8 Consider how the presentation would appear without slides and whether using other aids, such as a whiteboard or a flipchart, or no aids at all would be more effective. Overuse of slides—indeed, of any aid—can dull an audience's receptiveness to both the medium and the message.

THE DESIGN OF SLIDES

14.9 When developing slides, keep the 'KISS' principle in mind—'keep it short and simple'. KISS applies to both the visual design and the content of the slides.

Visual design

14.10 The following basic principles of visual design are relevant to slide layout:

a. **Proximity.** Decide how close the elements need to be to each other. Text or objects that are presented together should belong together or have some relationship. The closer the elements are, the closer should be their relationship.

b. **Space.** Use white space to separate elements of information and to reinforce the elements' relationship. Used judiciously, white space helps guide the eye through the information on the screen.

c. **Consistency.** Be consistent in the use of colours, style, illustrations, format, layout, typography and transitions. The audience will find changes between any two slides distracting. Use templates, such as those accessible on the 'Forms and templates' webpage on the DRN, to help consistency.

d. **Balance.** Elements in a design have visual weight, created by factors such as size, colour, bolding and complexity. Good design achieves a comfortable balance between the various elements.

e. **Focus.** This term has two aspects:

(1) information focus—each slide should contain one idea only

(2) visual focus—in a good graphic or image design there is a dominant element, to which the eye is drawn most strongly. Often this is because of its size, but it could also be because of its colour or position. The dominant element should represent the key piece of information in the design.

14.11 **Use of colour.** Used well, colours can clarify meaning and improve a presentation. Apply the following guidelines when using colour:

a. Even though they maximise contrast with the text in the foreground, plain white backgrounds can create glare. When placing dark text on a light background, it is better to choose a light pastel colour, and preferably a cool colour, for the background.

b. Use colour to draw attention to a design element of a slide, such as a word or a graphic.

c. In backgrounds, warm colours (reds, oranges and yellows) come forward and command attention, but they are difficult to look at when applied to large areas of the screen. With a warm colour background, the text might be lost or overpowered as people pay attention to the colour, rather than the message.

d. Cool colours (blues, greens and some purples) recede from the eyes. Cool colours are more restful for the eyes than warm colours and thus work better as backgrounds.

e. Avoid using reds and greens together on slides: some people cannot differentiate them.

f. Do not be tempted to use too much colour: more is not necessarily better. It is best to pick one or two colours that complement each other and vary their tints and shades to create contrast—for example, varying the lightness and darkness of each colour to make an impact.

14.12 Do not rely on colour alone to distinguish between elements of design. Assume that at least one audience member will have some colour perception difficulty. The design must therefore work in black and white as well as in colour. Print the slides in black and white to check this.

14.13 If possible, test colour schemes in the presentation venue, preferably at the time of day the presentation is to be made: varying light conditions at particular times of the day can affect the clarity and brightness of the projections. Because different projectors have different characteristics of brightness, contrast and sharpness, a presentation might not look the same in a different venue. Moreover, presentations that look good on a computer screen can look very different when projected onto a large screen.

Content design

14.14 The following guidelines support the design of text content:

a. **Keep it simple.** Cluttering up a slide with too much text can detract from the message. When people are busy reading, they cannot listen to what is being said.

b. **The '666' rule.** Avoid more than:

(1) six words a line

(2) six lines a slide

(3) six consecutive text slides before using a graphic or image slide to provide variation.

c. **Avoid using complete sentences.** Do not show the audience exactly what they are being told. Instead, use keywords and short phrases that capture the important points or help provide context. The only exception is quotations, which should be reproduced accurately, although the use of ellipses in lieu of irrelevant words is acceptable.

d. **Punctuation, grammar and syntax.** Apply the normal rules and conventions of punctuation, grammar and syntax. Errors in these reduce the authority of the speaker and their message.

e. **Alignment.** Choose one alignment (left-aligned, centred, right-aligned or justified) and use it consistently throughout the presentation. Left alignment is preferred for text: it is more readable than either centred or right-aligned text. Pay attention to vertical alignment, too—top, middle or bottom—not just horizontal alignment.

f. **Size.** Vary text size to imply a hierarchy of information—the bigger the text the more important it is. Always use a font that is large enough for the audience to see, and bear in mind that the appearance of text can vary when projected in different venues. Text is big enough if it can be comfortably read from the back of the venue. Within reason, aim to use the biggest possible font on slides. Suggested minimum font sizes are:

(1) for headings—at least 36-point

(2) for first-level bullet (or numbered) points—at least 24-point

(3) for subpoints—at least 20-point.

g. **Contrast.** Use contrast to help reading. The greater the contrast between the text and the background, the easier it is to read the text. This means that either dark text on a light background or light text on a dark background should be used. A high contrast allows slides to be seen even when the light in the venue is fairly strong. The background should never distract the viewer from the content. Plain backgrounds work best. Do not use textures, patterns or images as backgrounds. Avoid the generic PowerPoint templates where the backgrounds are fuzzy and reduce the readability of text.

h. **Fonts.** Use a simple sans serif font such as Arial, Trebuchet or Verdana: they are clearer and easier to read on screen than serif fonts. Do not use ‘clever’ or ‘gimmicky’ fonts that are difficult to read.

Sans serif fonts	**Serif fonts**
Img	Img
Arial	Times New Roman
Trebuchet	Book Antiqua
Verdana	Garamond

Maintaining a consistent look in a presentation is important, so use fonts consistently in headings and other text.

i. **Emphasise text.** This involves drawing the reader’s eye to particular words or phrases. Do not emphasise anything more than a word or short phrase: it will make the text harder to read and defeat the purpose of emphasising. There are several ways to emphasise small amounts of text:

(1) **Colour.** The best way to emphasise text is to use a different colour. Warm colours (reds, oranges and yellows) work best.

(2) **Bold.** Text can be made bold for emphasis, but the effect of bolding is reduced at the large text sizes used in slides, and bold characters can 'bleed' into one another.

(3) **Italics.** Avoid using italics because italicised text can be difficult to read on screen.

(4) **Capitalisation.** Blocks of text that are in all capital letters are difficult to read. Furthermore, using capital letters is considered the equivalent of shouting. Reserve capital letters for acronyms rather than emphasis.

Do not underline text: it makes it difficult to read, and underlining has come to signify the presence of a hyperlink.

14.15 **Lists.** Lists can be either numbered or unnumbered, and there is an important difference between the two. Use a numbered list when the sequence is important:

Numbered list

Remove formatting from text:

1. Select text.
2. 'Format, Styles and Formatting'.
3. Select 'Clear Formatting'.

Use a bulleted list when there is no priority, sequence or hierarchy in the items:

Bulleted list

Use bullets to show a list without:

- priority
- sequence
- hierarchy.

14.16 In first-level bullets, use the largest font possible. Punctuate and capitalise the list as for a normal document (see 4.113-4.129).

14.17 Use parallel structure for the points on a single slide. If one entry starts with a particular part of speech (say, a verb, a participle or a noun), all entries should start with that part of speech—for example:

When communicating, a writer should aim to:

- impart information succinctly
- express intentions clearly
- convey orders and instructions unambiguously
- persuade and convince by logical argument
- record discussions and decisions accurately.

14.18 Second-level bullets should be used sparingly. As with first-level bullets, use parallel constructions. The text in the second-level bullets should be smaller than that used for first-level bullets.

14.19 Third-level bullets should not be used on slides.

14.20 **Spelling.** Always check spelling. Spelling errors will distract the audience and lower the quality of the presentation. Be aware that the spellchecker in the program being used might not be set to Australian English. The Defence standard for spelling is the *Macquarie Dictionary*.

CONTENT OF SLIDES

14.21 **Title slide.** The first slide, or title slide, of a presentation should show the following:

a. the title of the presentation

b. information about the presenter—for example, name, title or rank, position, organisational unit and contact details if appropriate

c. the corporate logo

d. the date of the presentation.

14.22 **Headings.** Each slide normally has a short, concise and unique heading. Where necessary, however, a heading can be repeated on subsequent slides and be annotated with ‘continued’ or ‘cont’d’ or have a number appended—for example, ‘Barebones–2’.

14.23 Like entries in a list, headings should be parallel in structure throughout the presentation. If, for example, a presentation’s first two slides are headed ‘Installing the software’ and ‘Configuring the software’, the next slide should be headed ‘Using the software’, not ‘Use of the software’.

14.24 The slide heading should be as large as possible. It can be in a different font from the rest of the text and be in either a serif font (such as Times New Roman) or a sans serif font (such as Arial Black). The font and size of slide headings should be consistent throughout the presentation.

14.25 **Headers and footers.** Headers and footers are necessary only if the slides contain information that is classified or protected by copyright. Classifications must be:

a. in bold red text

b. in 18-point type

c. centred

d. repeated at the top and bottom of each slide.

Copyright information should be placed in the bottom left-hand corner of a slide, in at least 14-point type.

PRESENTING DATA GRAPHICALLY

14.26 Graphics (diagrams, graphs, tables, and so on) can illustrate the relationships between numerical data extremely effectively and can markedly increase a viewer’s comprehension of complex information. They can make patterns, relationships, disparities and exceptions obvious at a glance. When presenting information graphically, take care to:

a. ensure the information is accurate and appropriate

b. avoid including too much information

c. construct graphics that not only present data in a ‘static’ form but also encourage comparisons between variables, locations or periods of time

d. focus on the primary message to be communicated. (This might mean presenting only a subset or a summary of data)

e. choose the appropriate type of graphic for the information

f. ensure the graphic can be read clearly, and that the text and figures are not distorted or compressed.

Graphs, tables and charts

14.27 Graphs are preferable to tables for:

a. displaying data that has an inherent structure or pattern

b. showing general comparisons and relationships

c. presenting a large set of numbers—more than about 20.

14.28 Tables, on the other hand, are preferable to graphs for:

a. presenting exact numbers or numbers that have no discernable pattern

b. analysing or comparing a small set of numbers—fewer than about 20

c. displaying actual values rather than trends.

14.29 **Graphs.** Apply the following guidelines when presenting graphs on slides:

a. Always include a heading and label the axes.

b. Present the labels horizontally so that they can be easily read by the audience.

c. Avoid borders, and keep enough white space on the slides so that the text and graphics are easy to read.

d. To avoid making the heading too ‘busy’, write details on the data in a subheading or Y-axis label in a smaller (but still readable) font.

e. Apart from when three-dimensional graphs are necessary, use only two-dimensional graphs so that information is clear and bar levels can easily be read.

f. If applicable, cite the source of the data used.

14.30 **Tables.** Apply the following guidelines to presenting tables on slides:

a. **The '666' rule.** As with text, a table in a slide should have about six words or numbers on a line and no more than six lines. This might mean a table has to be split between two or more slides.

b. **Citing the data source.** Always cite the data source beneath the table.

c. **Lines.** Use dark or clearly visible lines sparingly to separate rows and columns. Always use visible lines to separate headings and totals from table lines.

d. **Contrast.** Use contrast (such as bold font and coloured background) to set the heading rows and table rows apart. Use extra white space after the heading row and before the ‘total’ row to help set them apart visually.

e. **Alignment.** In general:

(1) use left-aligned text.

(2) align numbers on the decimal point and right-align them when there are no decimal points.

(3) use unit symbols (%, $, km, and so on) in the column headings, not in the individual table lines.

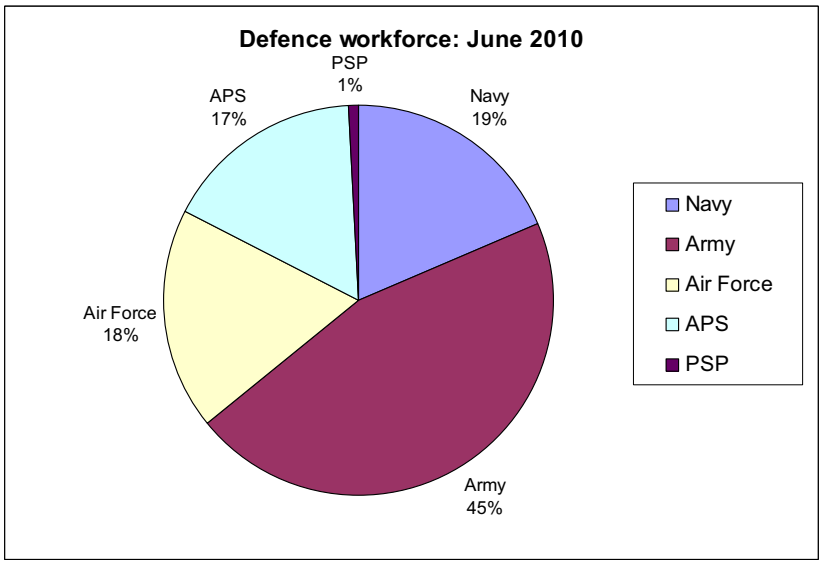
f. **Digits and decimal places.** Use the minimum number of numerals and decimal places required for the purpose of the table.

g. **Facilitating comparison.** It is easier to compare values down columns than it is across rows. If a table compares data on two axes, as shown here, the audience is likely to be more interested in the comparison that reads downwards.

Classification	%
APS 1–3	25.7
APS 4–6	48.1
EL 1	14.4
EL 2	5.3
SES	0.6
Other (incl S&T 2–8)	5.9
Total	100.0

Pie charts

14.31 A pie chart is a circle divided into parts. Since it can portray only a proportional distribution and conveys information less precisely than other graphical methods—column and bar charts or line charts—a pie chart should not be used if it is important to present precise numerical data. A pie chart is, however, good for comparing percentages.



14.32 The following are guidelines for using pie charts:

a. Colours should be distinct, so that they can be distinguished by people who have colour perception difficulties and when the chart is printed in black and white.

b. Values must add up to 100 per cent.

c. Pie charts should be used where the individual values show significant variation: a pie chart showing equal segments, or ‘slices’, is of little use.

d. The value of each slice should be shown.

e. The number of slices should be reasonably small—up to about seven.

f. Very small slices do not work well in a pie chart because they are usually too thin to see.

g. Different slices should be represented by different colours; patterns should not be used to differentiate them.

h. 'Exploded' pie charts, which set one or more of the slices apart for emphasis should be used by exception: they can distort the information and make it harder for the eye to compare the relative sizes of the slices.

Column and bar graphs

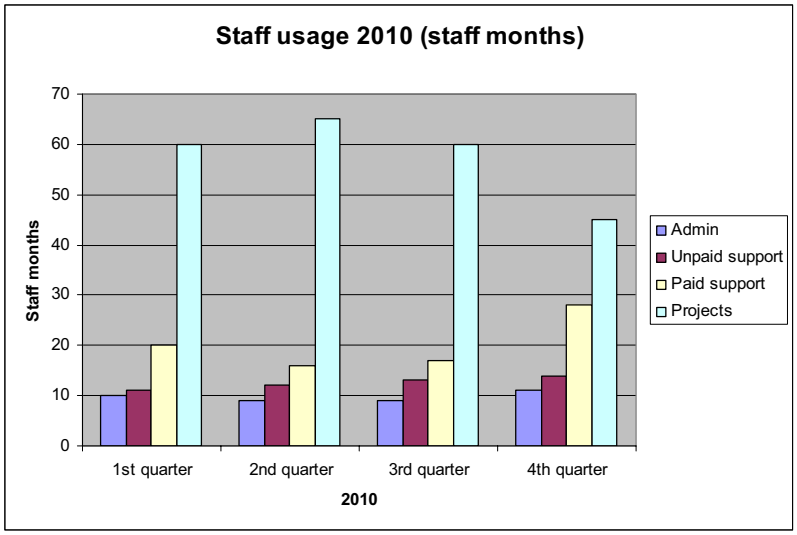
14.33 Column and bar graphs are used only for data that can be sorted into groups or categories.

14.34 **Column charts.** These vertically oriented charts should be used for categories of data that have a natural sequence such as:

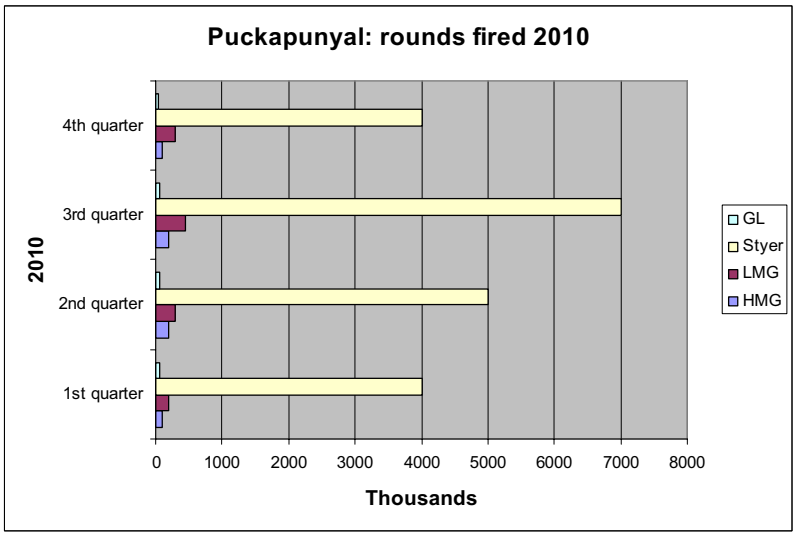
a. a time series—a list of days, months, quarters or years

b. a series indicating rank

c. a series of numbers—say, 0–10, 11–20, 21–30, and so on.



14.35 **Bar charts.** These horizontally oriented charts should be used for categories of data with no natural sequence—for example, types of weapon.

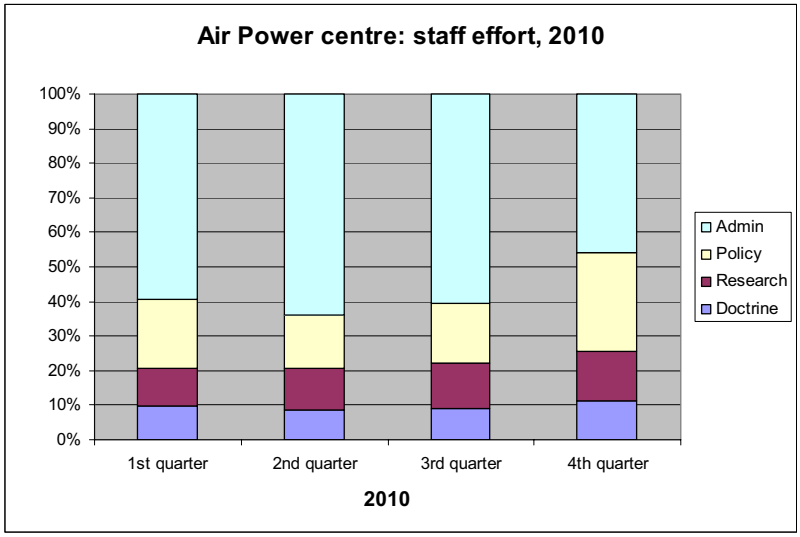


14.36 Avoid three-dimensional bar charts: it can be difficult to read the figures accurately.

14.37 Subdividing a bar into its component parts can be effective, but this option needs to be used with care. The reader will not always successfully interpret the information, so an explanation should either be included in the text of the slide or be provided by the presenter.

Stacked bar or column charts

14.38 Stacked bar or column charts are used to show the percentage contribution of each of a number of categories as they vary according to a logical sequence, such as time.

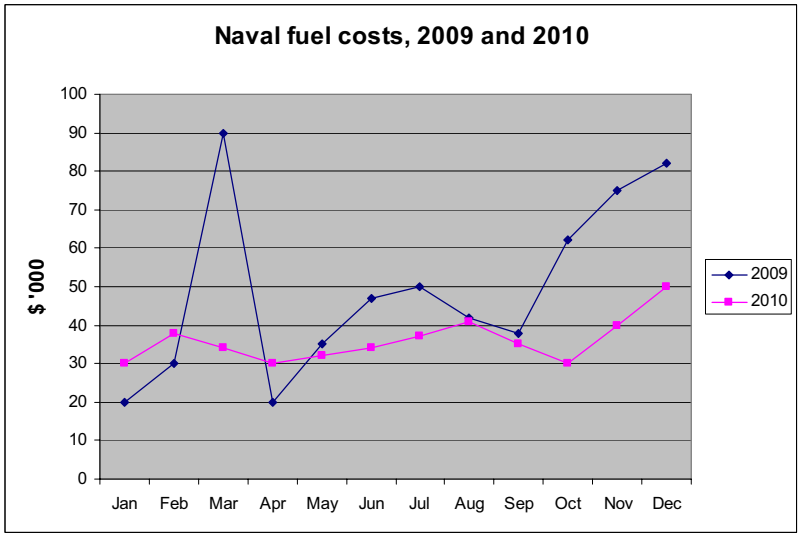


Line graphs

14.39 In line graphs the progress of time is conventionally represented by placing the earliest time on the left and the most recent time on the right. Two or more values can be compared in a line graph, but the fewer the lines the better. Use a maximum of three or four.

14.40 Colour-coding the lines can be a very effective way to distinguish between them. Different line styles and weights can also make the information accessible to people with vision impairment.

14.41 **Gridlines.** If there are more than four points on the horizontal axis, use horizontal gridlines to guide the eye and help the reader compare the values at different points on the line. The gridlines should not be too strong, however, and vertical gridlines should be avoided.



Structure diagrams

14.42 Several graphical formats can be used to present parts of a related structure—flow charts, organisation charts and sequence diagrams.

14.43 Importantly, if structure diagrams are to be effective they should not be too complex. The principle of simplicity applies. The following guidelines help with this:

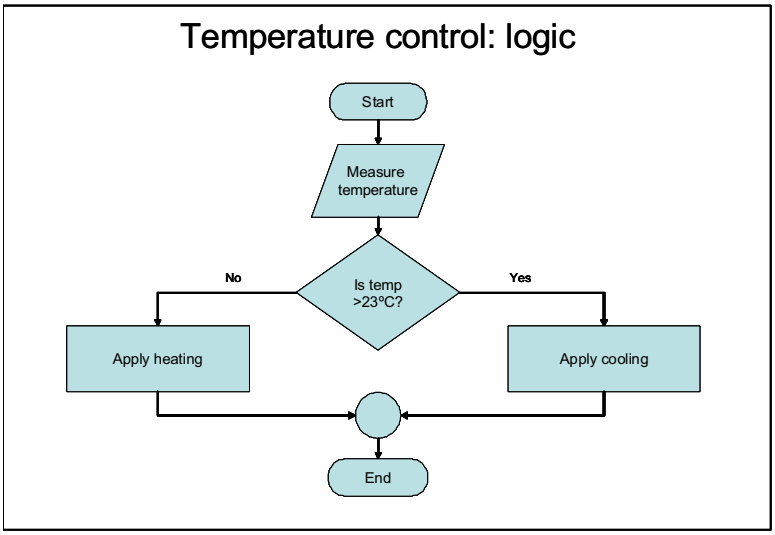
a. Restrict the number of components to no more than seven per slide. If necessary, break up a complex structure into several slides, starting with the broad picture and then moving to detailed pictures of the various parts of the structure.

b. Avoid putting too much text—for example, labels or descriptions—inside a component.

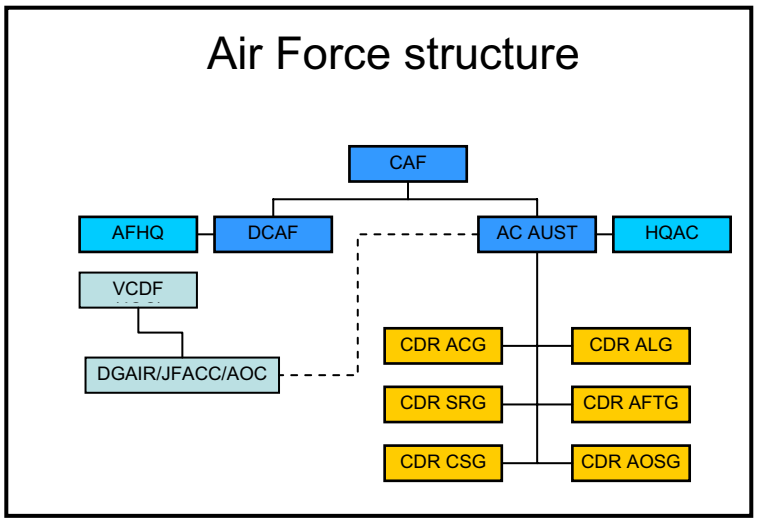
c. Use text that is at least 18-point type inside components, so that it is legible when projected.

d. Ensure that there is high contrast between the text and the fill colour of a component. Use black text on a light background only—never light text on a dark background.

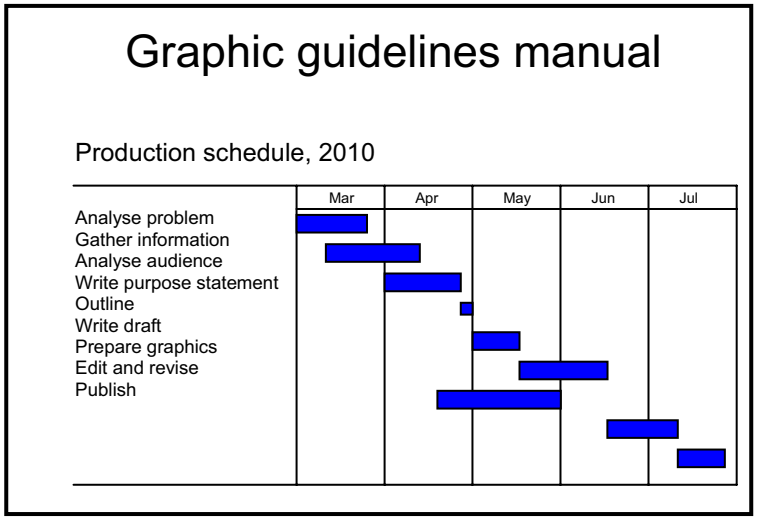
14.44 **Flow charts.** These show the step-by-step operation of a system. They can incorporate optional paths and iterations, and they usually use symbols such as arrows to indicate direction or movement. Although flow charts can be used to set out the logical flow of any process, they are often used in computing to represent the structure of a program.



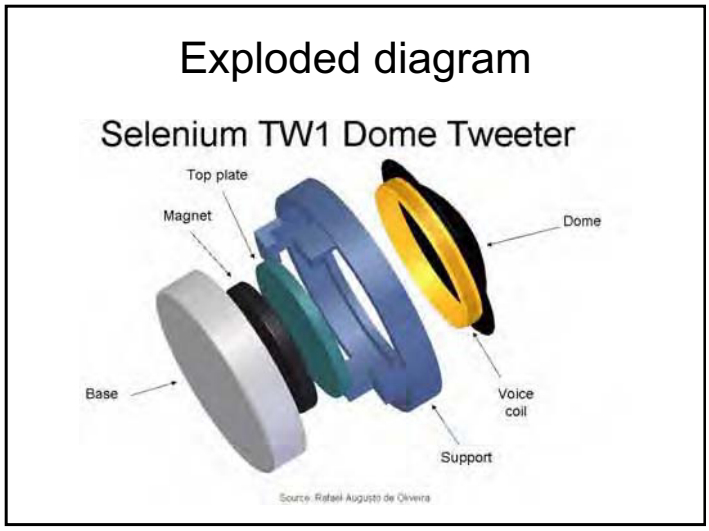
14.45 **Organisation charts.** Any information that has a natural hierarchy can be represented in an organisation chart—for example, lines of authority, areas of responsibility, and even the structure of reports or system software. Such charts generally start with the highest authority at the top and have the lowest at the bottom.



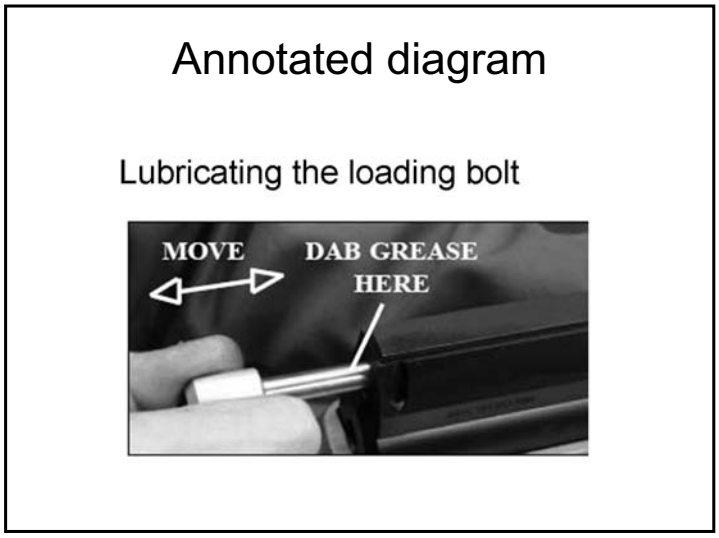
14.46 **Sequence diagrams.** The evolution of a process over time can be depicted in a sequence diagram, which is a device commonly used in project management. Time progresses from the left, where the sequence begins, to the right, where it ends. Horizontal bars represent each of the stages and can be layered to illustrate concurrent activities.



14.47 **Exploded diagrams.** These separate the parts of an assembly to clearly illustrate where and how they connect. The parts are named and numbered in sequence. The illustration is usually a realistic, uncluttered line drawing, although it can also be a photograph. An exploded diagram works best if it is shown in perspective.

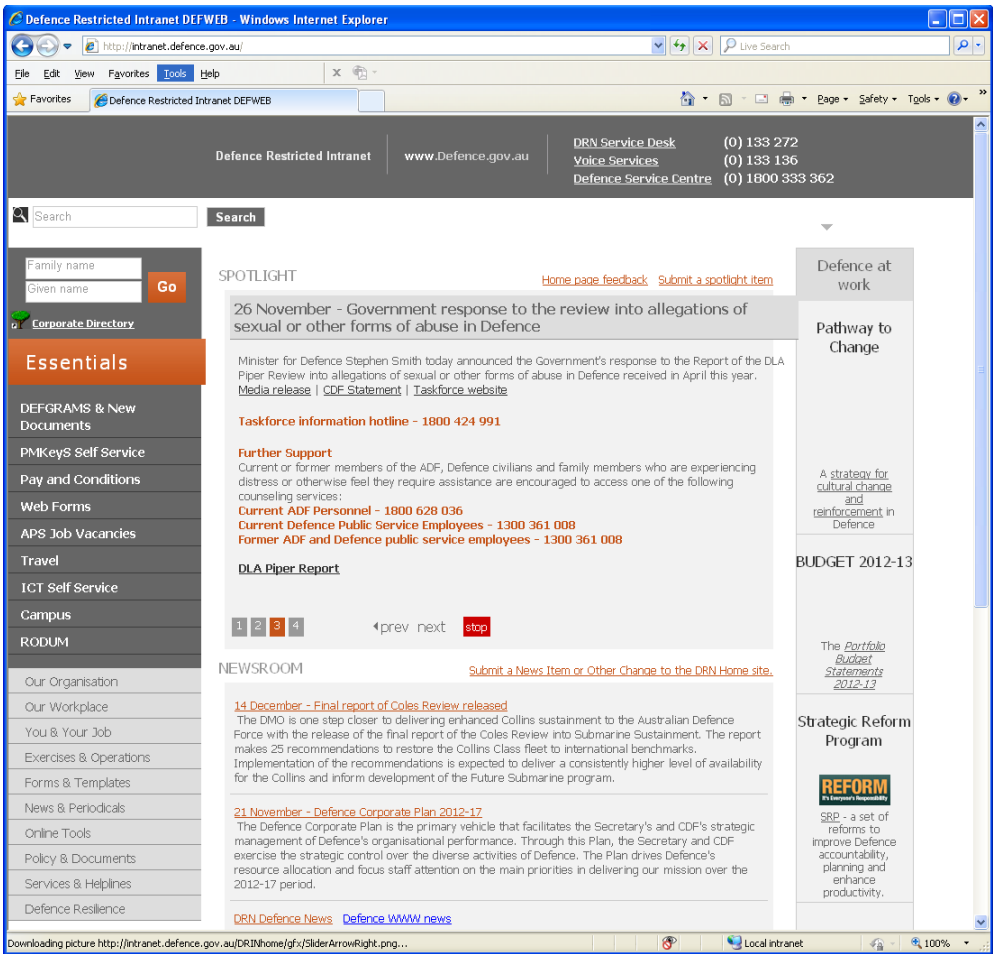


14.48 **Annotated diagrams.** These are used to illustrate a method of doing something. They work best with a good-quality photograph of the object in question and with annotations added to show the sequence of actions. The actions should preferably be numbered and should be presented in a left-toright or top-to-bottom sequence.



Screen shots

14.49 Information about a website or computer program can be presented using a reproduction from a computer's monitor—a screen shot. Screen shots nearly always have a lower resolution on slides compared with when the screen is viewed on the computer's monitor. This means much of the detail can be lost and the audience might not be able to comprehend fine text such as data and field labels. To improve audience readability, a screen shot can be pasted onto a blank slide with any background graphic omitted. Cropping the screen shot also magnifies the projected image.



Photographs and images

14.50 Photographs and images (such as crests, emblems and cartoons) are excellent for providing context and visual richness, and adding them to a presentation can increase audience interest and facilitate comprehension.

14.51 Photographs that are to be used in PowerPoint should be saved in JPEG format with a resolution of 72 dpi (dots per inch). They should be cropped in order to remove distracting or unnecessary elements and to create focus on the essential message.

14.52 PowerPoint is now so widely used that some of its Clip Art images have become visual cliches. If pictures are needed to support a message, scanned photographs or good-quality stock images are preferable.

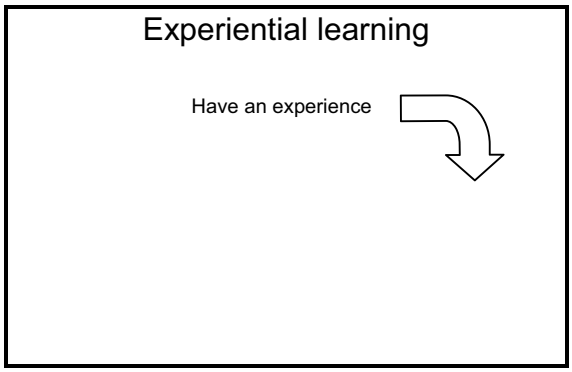
14.53 Images can be obtained from the Defence Public Affairs intranet site or its office in Canberra and from Service sources. Alternatively, the Defence Publishing Service has a photographer in Canberra who might be able to take photographs for a presentation. Images can also be obtained from a commercial photographer or stock image library. Image formats are described in Annex 14B.

14.54 Like photographs, images to be used in PowerPoint should be saved at a resolution of 72 dpi.

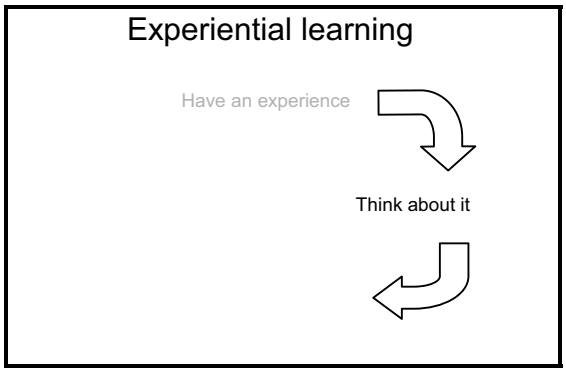
14.55 To resize graphics and images, hold down the ‘Shift’ key while dragging a handle at the corner of the graphic or image. This will resize it without distortion.

Presenting complex concepts in layers

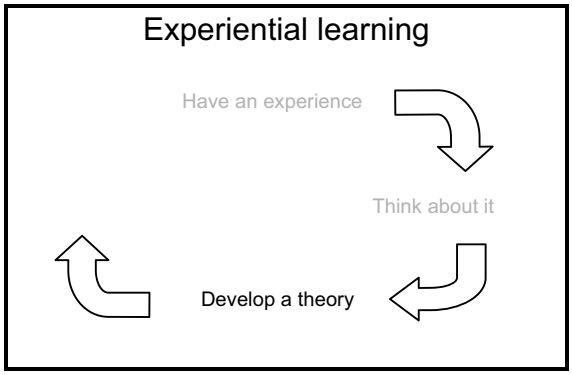
14.56 Building up graphic items of any complexity (charts, diagrams, and so on) layer by layer aids audience comprehension. It also makes it easier for the presenter to describe how the information represented by the graphic is structured and how successive layers build on previous layers and contribute to the whole picture. In the following graphical representation of the experiential learning cycle, for example, the presenter builds the graphic in stages and discusses each stage in turn to make it easier for the audience to comprehend. Note that as each stage appears the information that has already been revealed remains visible but dimmed, so the audience can see how the whole structure is developing.



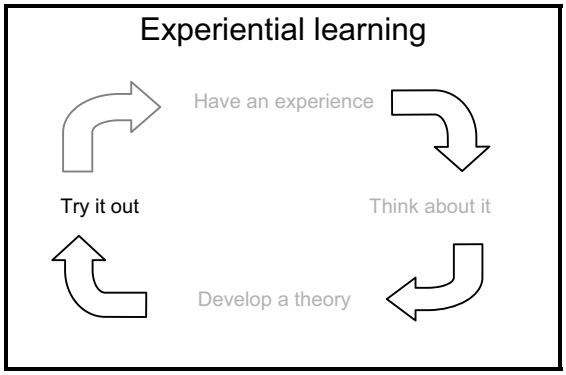
Slide 1



Slide 2

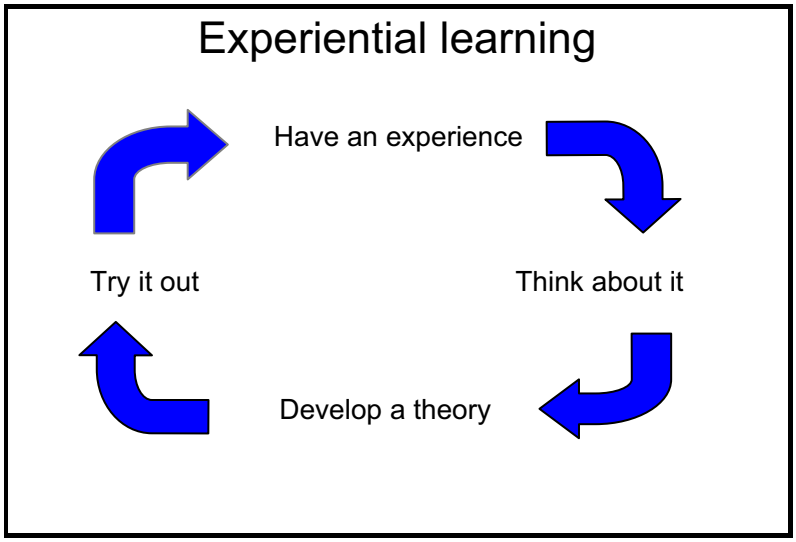


Slide 3



Slide 4

14.57 Finally, the whole diagram is presented:



Slide 5

SPECIAL EFFECTS

14.58 Use special effects in slides only when you are certain they will add value to a presentation. Animation can succeed in capturing people's attention, but it can also distract or annoy them. If using animation, apply it consistently to each slide throughout the presentation. Do not use sound effects that are not directly relevant or that detract from the information presented.

Transitions

14.59 Transitions are sequential additions of information inserted within a slide—when you are building up the content point by point—or between slides. Use them conservatively, though: if they are distracting, they can become the focus of the audience's attention. Never use sound with transitions.

14.60 **Within slides.** The following are generally acceptable styles of transition within a slide:

a. appear

b. fly in from left

c. wipe right

d. typewriter

e. laser from right.

14.61 **Between slides.** The following are generally acceptable styles of transition between slides:

a. no transition

b. box

c. cover

d. wipe

e. push.

Further reading

George-Palilonis, J 2006, *A Practical Guide to Graphics Reporting: information graphics for print, web and broadcast*, Focal Press, Woburn, Massachusetts.

Tufte, E 2001, *The Visual Display of Quantitative Information*, 2nd edn, Graphics Press, Cheshire, Connecticut.

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Tufte, E 2006, *'PowerPoint Does Rocket Science—And Better Techniques for Technical Reports'*, viewed 14 February 2011, www.edwardtufte.com.

Varvel, VE 2003, 'Effective Use of PowerPoint in Education', viewed 14 February 2011, www.ion.uillinois.edu.

Whitbread, D 2009, *The Design Manual*, 2nd edn, University of New South Wales Press, Sydney.

Annexes:

ANNEX 14A

QUICK HINTS ON PRESENTING WITH POWERPOINT

1. Remember that you—not the computer—are giving the presentation. The visual aids are there only for support.

2. Arrange the space and lighting so that you can be clearly seen. As the presenter, you are more important than the equipment.

3. Maintain eye contact by looking at the audience and not the screen. Use a script or cue cards if necessary, instead of relying on the screen, and do not repeat the words on the screen.

4. Make the presentation appear on the laptop monitor so there is no need to turn away from the audience and at the screen.

5. Do not read slides out loud. The audience will be distracted and find it hard to absorb the meaning if you speak the words they are trying to read.

6. Whenever a new slide appears on the screen, give the audience time to read it before starting to talk. Read it silently to yourself (from the screen, not the laptop), then turn back to the audience to check whether they too have finished.

7. Never ask a member of the audience to read a slide out loud. At best, they will feel nervous about it; at worst, they will resent being put in an embarrassing or daunting situation.

8. If you are not using a remote control for the projector, learn the main keystrokes in PowerPoint to avoid using the computer's mouse. The mouse exposes navigation controls that are not relevant to the audience, and operating the mouse is a fine motor skill that can be difficult if you are nervous. The keyboard, especially the space bar, is easier to hit than a mouse key. Among the useful keystrokes are the following:

a. To go to the next slide, press the 'Page Down' key, the 'Enter' key or the space bar.

b. To go to the previous slide, press 'P' or the 'Page Up' key.

c. To go to a particular slide, type the number of the slide, then press the 'Enter' key.

d. To make the screen go black, press 'B'. To return to the slide show, press 'B' again.

e. To make the screen go white, press 'W'. To return to the slide show, press 'W' again.

9. Make sure there is a back-up in case the technology does not work. Prepare a few colour transparencies of key slides or make sure there are printed copies that can be handed out if necessary.

IMAGE FORMATS IN POWERPOINT

1. There are three types of image format in PowerPoint:

a. GIF

b. JPEG

c. PNG.

These names correspond to the file extensions in Windows Explorer—for example, picture1.gif, picture2.jpg, picture3.png. Note that a JPEG file extension is shortened to 'jpg'.

GIF—Graphics Interchange Format

2. Use CompuServe's GIF (normally pronounced with a hard 'g') for the following:

a. very small images or icons

b. simple diagrams and illustrations where sharpness and accuracy are required

c. graphics with large blocks of plain colours

d. images that contain transparent areas

e. images with a limited number of colours (256 or fewer)

f. images containing text

g. images that need to be rescaled without losing quality

h. screen shots.

GIF files are not suitable for photographs since they can be saved with only 256 colours.

JPEG—Joint Photographic Experts Group

3. The JPEG (pronounced 'jay-peg') format was designed with photographs in mind. It is capable of displaying millions of colours at once, allowing for the complex blend of hues that occur in photographic images. JPEGs are not suitable for:

a. line drawings and other graphics with sharp contrasts between adjacent parts

b. files that will undergo multiple edits since some image quality will usually be lost each time the image is decompressed and recompressed.

PNG—Portable Network Graphics

4. The PNG (pronounced 'ping') format is similar to the GIF format but allows ranges of colour similar to a high-colour JPEG. PNGs save their colour data more efficiently than GIFs, so a file saved in PNG format will be noticeably smaller than its GIF counterpart.

5. The PNG format provides much better transparency than the GIF format. It can be used to create an image that will be placed on top of any background colour and will retain a translucent effect, with the background showing through the pixels that are not opaque.

6. Use a PNG for the same purposes as a GIF. Do not use one in place of a JPEG for photographs.

CHAPTER 15

SPEECH WRITING

15.1 Unlike a presentation, a speech, which is a form of communication using spoken language, does not use visual aids such as projected material. Although a speech can seem impromptu because it is not read, a good one is usually the product of long and careful preparation involving written language. This chapter provides guidance on the writing of speeches. The guidance is equally applicable to a person who is asked to write a speech to be delivered by someone else and to someone preparing their own speech. See also Defence Instruction (General) ADMIN 08–1, 'Public comment and dissemination of official information by Defence personnel'.

What makes a good speech?

15.2 A good speech achieves the speaker's purpose and meets or exceeds the audience's expectations. Although the characteristics of a successful speech vary according to the speech's function and are greatly influenced by delivery, the text of a speech normally has three important features:

a. content that suits the context—especially the audience

b. a clearly structured message

c. an appropriate style.

Content

15.3 If the content of a speech is to be appropriate, the context of its delivery must be understood. This involves a knowledge of the occasion for the speech, the time allocated, the speech's purpose, the broad subject to be covered, and some background information about the audience. The better these details are understood, the more focused the research for the speech's content can be.

15.4 **The occasion.** Make the content of a speech relevant by ensuring that the speech suits the circumstances of its delivery. A congratulatory speech for an awards night, for example, might discuss the origins of the award, the circumstances that led to the award, and any meaning or consequences arising from the award. A memorial speech on Anzac Day, on the other hand, could refer to the efforts and sacrifices of the Australians and New Zealanders who committed themselves to the service of their country.

15.5 **Length.** Find out how much time has been allocated for the speech and how quickly the speaker speaks; this will influence how much content the speech needs to have. Most people speak about 120 words a minute, so a 20-minute speech should be about 2400 words long.

15.6 **The purpose.** There are six basic purposes of a speech:

a. to entertain

b. to inform

c. to inspire

d. to motivate

e. to advocate

f. to persuade.

Some speeches have more than one purpose, and the purposes can overlap. A speech might, for example, have as its primary purpose telling the audience about the start of an important new project, but it might also seek to persuade the audience to commit resources to support the project. Before beginning detailed preparation of a written speech, be clear about its purpose (or purposes).

15.7 **The topic and themes.** Know the broad topic the speech is meant to deal with. Once the topic is clearly established, consult with the speaker, subject matter experts and event organisers (where relevant) to find out about the main themes associated with the topic and the messages the speech should convey. It might also be useful to find out whether other speakers will deal with the same or similar themes at the venue. Ensuring that the speech will not conflict with what other speakers intend to say could save some embarrassment.

15.8 Once the main points of the speech are identified, evaluate them for importance. There should be no more than three key messages. More than that and the less attention any single message will receive. Discard any minor themes or use them as supporting points.

15.9 Early in the speech-writing process be careful of material that is or could be sensitive and make sure the content has the correct security classification. If in doubt, seek the approval of the speaker or a higher authority.

15.10 **The audience.** Before organising and writing a speech, consider the nature of the audience: How many people will there be? Who are they? Why are they there? What will they know about the subject? And will they be receptive to the speaker, the topic and its themes? Audiences have expectations that need to be accommodated; the expectations will differ markedly according to the group and the event.

15.11 It is also important to consider the probable attention span of the audience. Notwithstanding the amount of time allocated by the event organisers, the speech should not be so long as to bore audience members. Additionally it is helpful to find out how many other speakers there will be. The more speakers at a function the shorter and simpler each speech should be, so the audience is not overwhelmed with information.

15.12 **The material.** Once the context of a speech is understood, research the speech's content. Find more material than is needed, so that the best can be used and the rest held in reserve or discarded. Use human as well as documented and online resources. As the material accumulates, consider how it might best be ordered or structured. There needs to be a synergy between the material and the structure of the speech, such that their development overlaps.

15.13 A speaker speaks to an audience, not at one. The audience must be engaged, acknowledged, and drawn into the speech. This will happen only if the content of the speech is relevant to them.

Structure

15.14 As with all written communication, to be effective a speech should be structured in such a way as to support the audience's understanding of what is being communicated.

15.15 A standard speech has a simple structure, with an introduction lasting about 10–15 per cent of the total time, a middle section that makes no more than three main points (so the audience can remember them) and a strong ending that also uses about 10–15 per cent of the total time. The introduction and the ending are usually the most effective parts of a speech but, since they both relate to the content of the middle section, it is logical to focus on that section first.

15.16 **Middle section.** Prepare the main body of a speech by ordering the primary messages and their supporting points. Consider the relationship between the messages: how can they be ordered to illustrate the topic most effectively? The most important message does not have to be at the beginning. Sometimes it is more effective to build towards a strong finish that highlights the most important point. It can also be.helpful to talk to the speaker about how best to structure the key messages.

15.17 **Introduction.** Here the speaker seeks to win the goodwill, attention and interest of the audience, and the content should be prepared accordingly. The introduction should relate the speech to the audience and provide any background they are likely to need—including definitions of important terms and relevant historical or social context. It should also state what the speech will cover. This statement should be precisely worded because it provides a focus for the entire speech. Aim to describe the topic of the speech in one concise sentence.

15.18 Depending on the required tone of the speech, the introduction might also refer to current events such as recent sporting successes and news stories. This can be an effective technique for 'breaking the ice'.

15.19 **Conclusion.** In this part of a speech the speaker usually summarises the main points. Doing so by referring to something mentioned in the introduction rounds off a speech smoothly. The conclusion might also refer to the broader implications of the speech's content or give special emphasis to important points. Additionally, it might be appropriate for the speaker to thank the audience for their attention and for the opportunity to speak.

Style

15.20 The style of a speech should reflect the character and mannerisms of the speaker. A speech writer therefore needs to understand the speaker. Become familiar with what the speaker thinks and believes and how they normally deliver a speech. If possible, discuss the speech you are preparing directly with the speaker. Their responses and input will help personalise the content. If discussion is not possible, consider listening to other speeches they give or recordings of past speeches. Reading transcripts of their past speeches and interviews can also help.

15.21 **Humour.** Although humour can be a powerful aid to communication, be mindful of the audience and the occasion. Jokes that are unacceptable to an audience can be more harmful to the speaker than a dull speech. Under no circumstances should jokes be sexist or discriminatory.

15.22 **Using quotations.** Appropriate quotes can add colour and emphasis to the topic of a speech. Care needs to be taken, though. Material must be relevant and never gratuitous. Lofty quotes from Cicero or Abraham Lincoln, for example, are probably not suited to an Anzac Day address to people attending a local community commemoration.

15.23 Never fabricate quotes. Excellent resources, including Australian references, are available from the Defence library and most bookshops, and useful resources can be found online.

15.24 **Plain English.** A speech is written to be spoken, not read, so use shorter sentences and paragraphs. To aid clarity, use everyday words—unless the speech is for a specialised audience that is familiar with jargon associated with the subject. The text should not include cliches or initialisms or any shortened forms that the audience is not familiar with.

Format

15.25 If possible, confirm with the speaker their preferred format for the text of the speech and conform to it. Otherwise, the following guidelines can be used:

a. Type each sentence in a written speech as a single paragraph, regardless of its length, so that the speaker's eye has visual cues as they scan the text for the next point to deliver.

b. Present the text using Arial 14-point font with 1.5 line spacing to make it easy to read. Blank spaces can be included to provide room for the speaker to add their own notes or points to highlight.

c. Use bold type to emphasise specific points. Do not write in block capitals or a small font: both are difficult to read.

Trial

15.26 Read the speech aloud and, if possible, have someone else read it aloud so that its fluency, ease of delivery and clarity can be checked.

15.27 If the writer cannot read the speech aloud easily, the speaker will have the same problem. Pay particular attention to unusual words, words that are difficult to pronounce and the overuse of alliteration. Additionally, if the speech includes foreign place names or foreign words, consider including the phonetic pronunciation in brackets following the word.

Further reading

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CHAPTER 16

DEFENCE PAPERS

16.1 The work of many people in Defence involves surveying and analysing events or situations, problem solving and decision making. In support of such work, a Defence paper presents facts and opinions, puts forward options and makes recommendations.

16.2 The length of a paper is determined by the scope and complexity of the subject. The paper's layout and structure should conform to the standards described in this chapter.

LAYOUT

16.3 Use plain paper, without letterhead or a crest, for a Defence paper. With two exceptions, the layout conventions are similar to those for a minute (see Chapter 10). The exceptions are that, in the case of a paper, address blocks are not used (the completed paper is presented as an enclosure to covering correspondence) and footnotes, annexes, and a bibliography are used (see Chapter 6 for guidance on presenting these). Annex 16A shows an abridged example of a Defence paper.

STRUCTURE

16.4 A Defence paper usually has six structural components:

a. introduction

b. aim

c. body or discussion

d. conclusion(s)

e. recommendation(s)

f. supplementary documents.

With the exception of 'body or discussion' (because this phrase inadequately describes the subject matter), these structural component descriptors can be used as main or group headings.

Introduction

16.5 The reader should understand what to expect from a Defence paper from its beginning. The introduction therefore presents the terms of reference given or, in the case of a self-initiated paper, the circumstances causing the paper to be written and any limitations imposed by the writer. By stating the paper's purpose and scope the introduction outlines one or more of the following:

a. a problem requiring a solution

b. a decision (or decisions) required about competing or contending alternatives or

c. other circumstances requiring attention.

Where applicable, the introduction should also briefly outline the historical background and refer to any previous attempts to deal with the situation.

16.6 The introduction must clearly explain how the subject will be treated, without entering into any arguments or excessive detail.

16.7 It is important not to confuse the statement of the paper's purpose, as contained in the introduction, with the paper's aim. The distinction is that the purpose states what the paper will contribute to, while the aim states what the paper is intended to achieve. A purpose is invariably a higher-level concept than an aim—for example:

The purpose in writing this paper is to improve fuel efficiency.

The aim of this paper is to propose modifications to [a piece of mechanical equipment].

Aim

16.8 The aim of a Defence paper is a direct, precise statement of what the paper intends to achieve. It should be singular—not composed of two or more themes. Although the introduction —particularly the statement of the purpose of the paper—prefigures the statement of the aim, a carefully worded aim is still required in order to show precisely the writer's response to the situation described in the introduction.

16.9 The most important word in an aim is the verb. Use operative words—such as 'propose', 'identify', 'determine', and 'resolve'— to describe the paper's intent. Do not use verbs—such as 'analyse', 'assess' and 'evaluate'—that refer to the paper's methodology. The aim should not include details of the methodology and material used in developing the body of the paper; nor should it pre-empt any of the conclusions or recommendations.

Body

16.10 There is no rigid format for the body of a paper. The paper is shaped both by the subject and by the methodology applied to it. The body should be an orderly arrangement of ideas showing the natural progression of the argument.

16.11 The choice of section, group and paragraph headings is crucial to presenting the argument coherently. Headings serve a wider purpose than simply introducing what follows: arranged in a logical hierarchy, they provide clear signals about the grouping of related ideas and to the relationships between ideas and groups. They should be worded so that reading just the headings by themselves allows the reader to get a clear picture of the writer's line of argument. Headings serve as thought-marshalling aids for the writer as well as reference aids for the reader.

16.12 The body of the paper must be a natural link between the aim and the conclusion. Fact and deduction should follow in a sequence that leads the reader through the argument towards the conclusion. The further the paper progresses, the more obvious the conclusion(s) should become. Do not distract the reader from the purpose of the paper with unnecessary detail or speculation on peripheral matters.

Conclusion(s)

16.13 A paper's conclusions should be predictable, containing neither material that has not been developed in the body nor material inconsistent with the aim. A conclusion should demonstrate clearly that the aim has been achieved. A simple check is to read the aim, then the conclusion(s); the two must correspond, with each conclusion relating to the aim.

16.14 A conclusion is not just a synopsis. The arguments should be reviewed, but the emphasis should be on the inferences and deductions to be made on the basis of those arguments. This is not the place to repeat detailed argument or introduce new argument; the writer should simply restate the positions justified by the arguments developed in the body of the paper.

Recommendation(s)

16.15 The conclusion(s) might foreshadow the recommendation(s), but the two are not the same. A conclusion is a statement of the position that the writer has justified on a particular topic, whereas a recommendation is an opinion about the action that should be taken as a result of that conclusion.

16.16 Recommendations contain no detail or supporting arguments: they are simple statements of the course(s) of action proposed for resolving the situation discussed in the paper.

Supplementary documents

16.17 Defence papers use annexes, appendixes and enclosures to provide additional detail or information that would interrupt the flow of the main document or make it unnecessarily long. Guidance on the presentation of these supplementary documents is provided in 6.142–6.160.

Annex:
16A. An abridged example of a Defence paper

AN ABRIDGED EXAMPLE OF A DEFENCE PAPER

ACSC/2009/100367

REGULATING THE TECHNICAL INTEGRITY OF AIR MATERIEL

INTRODUCTION

1. The Air Force lacks a robust system to ensure the safety of its ground support elements. Although a technical framework exists, it is not coherent and consequently the Service is tolerating an unacceptable level of risk in its core business—the safe, effective and efficient projection of aerospace power. The Air Force must develop a regulatory framework for safety that decreases the risk of injury to personnel and damage to equipment.

2. While the ADF has a robust system for the safety of personnel in all environments, a similar system to ensure the safety of materiel, including aircraft, is fragmented. Although various agencies exist to promote safety—such as the Directorate of Defence Aviation and Air Force Safety and the Occupational Health Safety and Compensation Branch—until the release of DI(G) LOG 8–15 in 2004, none was charged with the overall safety management of technical equipment within each of the three military domains: air, land and maritime.

3. The air domain was the first to have a regulatory framework for the assurance of technical equipment, with the release of the *Technical Airworthiness Management Manual* (TAMM) in 1993.[1] However, concern about the ability of the Air Force engineering organisation to ensure safe and effective air operations led to the report *Blueprint 2020: engineering the future.* This report found that the technical airworthiness framework covers only aircraft and aeronautical product. The air domain (and by implication the Air Force) lacks a regulatory framework to assure the technical integrity of all air materiel. A technical airworthiness regulatory framework is needed.

4. Despite its relatively narrow focus on aircraft and aeronautical product, the principles of the technical airworthiness regulatory framework have been adopted by both the land and maritime domains[2] and are reflected in DI(G) LOG 8–15.

5. **Scope.** This paper defines what is meant by the terms ‘technical integrity’ and ‘air materiel’. The current technical airworthiness regulatory framework is examined and its limitations highlighted. Considerations and constraints for the regulation of technical integrity of air materiel are discussed. From this, options for the implementation of a revised regulatory framework are presented and one option is recommended.

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1 The current issue of Australian Air Publication 7001.053 (AM1), *Technical Airworthiness Management Manual*, 06 Jan 05, Amendment List No 2.

2 Department of Defence 2004, *Technical Regulation of Army Materiel Manual*, Issue 3.1, Commonwealth of Australia, Melbourne; Department of Defence 2003, *Navy Technical Regulations Manual*, Australian Book of Reference 6492, Commonwealth of Australia, Sydney.

AIM

6. This paper proposes a strategy for introducing a regulatory framework that assures the technical integrity of air materiel.

AIRWORTHINESS TECHNICAL REGULATION

7. **Creating a regulatory framework.** The first step in creating a regulatory framework for the technical integrity of air materiel is to define both the scope and the requirements for the framework. It is logical to consider that the requirements of the framework should ideally flow from the definition of technical integrity, while the scope of the framework is effectively determined by the definition of air materiel.

8. **Technical integrity: definitions.** 'Technical integrity' is defined in DI(G) LOG 8–15 as 'an item's fitness for service, safety and compliance with regulations for environmental protection'. 'Fitness for service' is defined as 'the materiel's ability to satisfy operational requirements'. The Instruction requires that ADF materiel must be designed, manufactured and maintained:

a. to approved standards

b. by competent and authorised individuals who are acting as members of an authorised organisation, and whose work is certified as correct.

These requirements are consistent with the principles of the technical airworthiness regulations, as alluded to in paragraph 3. Given the enduring and mature nature of these principles (first introduced in 1993), as well as their adoption by maritime and land domains (as described in paragraph 3), it follows that they should serve as a basis for a regulatory framework for air materiel. This is not to suggest that the technical airworthiness regulations themselves are perfect: the deficiencies and limitations of the current framework are discussed in detail later in this paper.

9. Of note, DI(G) LOG 8–15 further requires that regulations be developed with an awareness and recognition of applicable civil regulatory regimes and that the degree of regulation be in accordance with sound risk management practice. These …

10. **Air materiel: definition.** While the broad requirements for …

…

11. Any definition of 'air (or land or maritime) materiel' should recognise that there will be an overlap of the domains for certain types of materiel …

This overlap is illustrated in Figure 1.

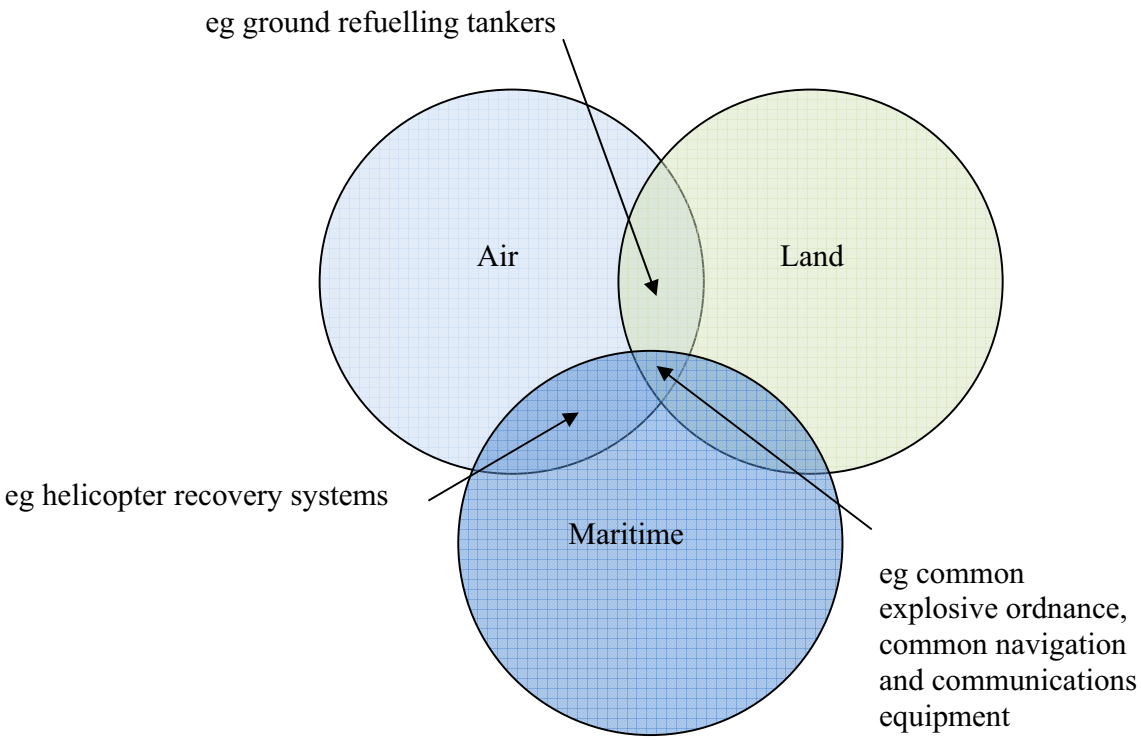

Figure 1: Overlap of air, land and maritime materiel classifications

12. **Previous attempts to manage air materiel.** The TAMM (in Section 1, Chapter 5) provides guidance for …

…

28. **Implementation.** Several options are available for implementing a regulatory framework for the …

CONCLUSION

29. The air domain does not have a regulatory framework for technical integrity covering all air materiel. The higher direction for the current framework, DI(G) LOG 8–15, prescribes requirements and principles that largely feature in the existing technical airworthiness regulatory framework. The option to introduce a new regulatory framework for air materiel from an outside source, such as a civil airworthiness authority or foreign military, is difficult to justify. This option also does not offer any tangible benefits over an 'in-house' solution. Given the close relationship between the higher direction and the existing framework, it is far more logical to explore how the technical airworthiness regulatory framework might be adapted to form an appropriate framework for air materiel.

30. Despite the enduring nature of the technical airworthiness framework, it is not without fault. Significantly, its lack of explicit reference to safety is a fundamental weakness that should be addressed, for air materiel and, as a subset, technical airworthiness of aircraft and aeronautical products.

31. Given the broad scope of air materiel as well as the broad range of inherent risk, the regulatory framework for technical integrity of air materiel needs to be flexible and adaptable in the areas of:

a. compliance with regulatory requirements for applicable environments

b. authorisation of competent personnel

c. selection of appropriate design standards

d. certification of quality management systems to an appropriate level

e. establishment of appropriate specifications

f. selection of an appropriate system of configuration management

g. selection of an appropriate compliance assurance regime.

Recommendations

32. In support of introducing a regulatory framework for the technical integrity of air materiel, it is recommended that:

a. DGTA develop a new framework separate from, but closely related to, the technical airworthiness regulatory framework.

b. DGTA amend the existing technical airworthiness regulatory framework by replacing the Judgement of Significance process with a formal risk management process that supports a more effective treatment of safety aspects associated with airworthiness.

c. DGTA ensure that the new regulatory framework is sufficiently flexible and adaptable, in accordance with the principles outlined in this paper, to be adopted by all managers of air materiel in the most efficient and cost-effective manner.

AJ Howell
Squadron Leader

02 May 2009

Annex:
A. List of air materiel candidates

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CHAPTER 17

SHORTENED FORMS OF DOCUMENTS

17.1 Shortened forms of documents allow readers to assimilate information quickly. They:

a. give readers a clear notion of the substance of documents in a short time

b. make the essential points contained in complex documents available for easy reference

c. clarify arguments that may be obscured or complex in a lengthy document.

17.2 There are six forms of shortened document. Two of these forms are often part of the original document:

a. **Summary.** Although this term is often used as a substitute for all other types of shortened document, a summary is most commonly placed at the end of a document to provide a shortened version of the preceding text.

b. **Executive summary.** A summary of the entire document that precedes the main text is called an executive summary.

Four forms are designed to be read instead of or separately from the original document. Two of these are relatively brief:

c. **Synopsis.** Gives an overview of the various topics discussed in a document without detailing what is said about each.

d. **Abstract.** Commonly used for academic and legal documents, an abstract is a very brief statement (usually one or two paragraphs) about work reported in a document. It pinpoints matters raised in the work and any results achieved, as well as the conclusions drawn from the work.

The other two are used for relatively lengthy documents; they differ in how the shortening occurs:

e. **Abridgment.** This form is produced by removing the less important parts of a publication and leaving the remainder as it was originally produced.

f. **Precis.** This form restates the contents of a document in a limited number of words (usually specified). Compression is achieved by restating the ideas using alternative wording.

SHORTENING AND SUMMARISING DOCUMENTS

17.3 Shortening and summarising documents entails the systematic reduction of text. Start by gaining a clear understanding of the content and style of the original document and the length required for the reduced form. Then divide the original work into manageable parts that can be reduced in number or size, or both, while retaining the meaning, style, tone and level. Focus on information that is essential to the reader, including desirable information only if the required length is not exceeded.

17.4 Apply the following principles when shortening and summarising documents:

a. **Conciseness.** Include only facts and statements that are strictly relevant to the subject of the original, and use as few words as possible without resorting to cryptic language. Unless tabular or note forms are used, the shortened version should read smoothly.

b. **Accuracy.** The words and phrases used should be carefully chosen and unambiguous, such that the meaning of the original text remains unchanged. This calls for a wide vocabulary and, perhaps, recourse to a dictionary and thesaurus.

c. **Arrangement.** Present facts in a logical order so that readers are offered clear links and can progress easily from one point to another. Arrangement in this manner also helps to avoid repetition.

d. **Style, tone and level.** Because of the need to reduce the amount of text, the original document's exact phrasing cannot usually be transferred unchanged to the shortened version. The condensed text should, however, be as close as possible to that in the original, keeping the original's style, tone and level. Occasionally, including a particular figure of speech or phrase from the original might help to retain the style and tone. Flowery phrases should be discarded. Use the third person unless the original version itself contains a reference in the first person, to either the writer or the organisation to which the writer belongs.

e. **Impartiality.** The meaning expressed in the original text must not be distorted in any way. The writer of the abridged version should remain impartial. Personal views on the subject must not be included, even though the writer might not agree with the contents of the original.

STRUCTURE

17.5 The structure of the shortened text will depend on that of the original document. Headings drawn from the original can provide worthwhile visual stimulus and reader guidance, but their use is not mandatory. They are useful for reducing word counts, but they take up space when page length is a limitation. If headings are needed, paragraph headings assist in conserving vertical space.

LAYOUT

17.6 The same layout is used for a precis, a synopsis and an abridgment—three shortened forms that are separate from the original. The shortened document is completed on plain paper, without letterhead design or a crest, and, apart from the title block and all headings that are left-aligned, the conventions of standard documents apply (see Chapter 6). Annex 17A shows the layout of a single-page precis.

17.7 When a shortened version is part of another document—as with summaries, executive summaries and, sometimes, abstracts—the version can be designed to match that document. An example is the executive summary in an annual publication or a report.

Title block

17.8 The title block contains the title of the original document, the name of the original's author and the form of the shortened document.

17.9 **Presentation.** Present the title of the original document in upper-case bold typeface, left-aligned. The name of the author of the original is presented as a group heading (in bold with initial capitals), with the rank (in full) added for military members, preceded by the preposition 'by'. The form of shortened document is included as a main heading, left-aligned (all in upper-case bold font). Use double spacing (leave one clear line between lines of text) between all components of the title block. For example:

AN EVALUATION OF CURRENT ROYAL AUSTRALIAN AIR FORCE RECRUITING PROCEDURES

by Squadron Leader N Grey

SYNOPSIS

Signature

17.10 The individual responsible for the shortened form of a document is not identified; no signature appears on any shortened document.

Annex:
17A. Example of a precis

EXAMPLE OF A PRECIS

Paper's top edge

AUSTRALIA'S NATIONAL SECURITY

by Captain IC Longterm

PRECIS

1. National security is the primary responsibility of government. It is a subset of a nation's international relations which, for an important trading nation such as Australia, is a central element of national policy.

2. Despite a continuing national debate over defence strategy, Australia has traditionally perceived its role to be one of contributing to regional security, usually in conjunction with great-power allies. Since World War II, however, Australia's contribution to its allies has been more limited. Moreover, governments have failed to maintain levels of defence spending that would sustain credible forces either for the support of allies or for a realistic level of self-reliant defence.

3. Australia's unique geographic, economic and cultural situation compels a commitment to regional security rather than a sterile retreat into isolationism. The necessity for regional commitments is reinforced by the changing nature of world conflict as new and ever more destructive weapons make large-scale war less likely. Australia's ability to engage the support of distant allies such as the United States will decline, while the security challenge will increasingly come from subnational and even well-armed and well-organised criminal groups.

4. The Australian Defence Force should be developed to enable a greater degree of operational flexibility, combat readiness and sustainability for extended conflict. Overwhelmingly, the force should be able to be deployed for operations in South-East Asia and the South-West Pacific in support of friends and allies.

5. Instead, the Australian Government has announced a force structure review that is designed to reduce an already inadequate financial outlay on defence. The government will extend the life of old equipment and acquire new equipment where insufficiency exists. Greater reliance will be placed on reserve forces whose availability at short notice is doubtful.

6. At the same time, substantial resources are being wasted in a large and clumsy administration that is unresponsive to change. The prospect for the end of the century is a defence force plagued by staff shortages, lack of training, and decrepit, obsolete equipment.

CHAPTER 18

AGENDAS AND MINUTES OF MEETINGS

18.1 This chapter deals with the production of agendas and minutes of meetings. It does not deal with the procedures that organisers of and participants in meetings should follow: such guidance is available from the website of the Ministerial Support and Public Affairs Division, at 'Improving meetings in Defence'. Senior Defence committees might follow conventions that differ slightly from those described in this chapter: Details of those conventions are provided on the Senior Defence Committees website.

18.2 **Secretarial duties.** Production and distribution of the agenda before a meeting and of the minutes after the meeting are the responsibility of the meeting's secretary. Any person attending can be required to act as the meeting secretary.

MEETING AGENDAS

18.3 An agenda is a list of meeting topics in the order in which they are to be dealt with. It usually contains one or more specific items of business to be considered and can detail proposed durations for discussion of one or more topics. It might also list who is to lead and contribute to the discussion. Agendas are usually distributed to a meeting's participants in advance of the meeting to enable the participants to prepare.

Content

18.4 An agenda contains information for reference purposes and, in the order in which they will be dealt with, a list of meeting activities. Agendas can have:

a. protective markings (security classification with or without caveats) at the head and foot of each page

b. page numbers (For documents classified 'CONFIDENTIAL' or higher all pages are numbered with a system showing the total number of pages—for example, 'Page 1 of 3')

c. copy numbers, if required by either security provisions or the chair

d. a file reference

e. an address block or 'See distribution' to refer to a distribution list at the end of the agenda

f. a title, which includes the name of the meeting or group, the serial number (for example, 'first' or the meeting number for the year, as in '2/2009'), the location, and the date and time of the meeting

g. agenda items, the standard ones being:

    (1) opening (the chair declares the meeting open, makes any remarks or comments, welcomes people attending, and so on)

    (2) purpose (if useful)

    (3) confirmation of the accuracy of the previous meeting's minutes

    (4) actions arising from the previous meeting (optional—these might be covered under specific agenda items)

    (5) reports (optional—they might be from committee positions, progress reports, financial reports, and so on)

    (6) business item 1 (also called an 'agendum')—business items can, if required, provide details of a speaker or who is to lead the discussion and the time allocated for the topic

    (7) business item 2, and so on

(8) other items or new business (optional)

(9) the closure, incorporating details of the next meeting

h. the signature block of the meeting secretary—since the chair has overall responsibility for the meeting, their signature block or that of their delegate might also be included

i. the telephone number of the sender (normally the meeting secretary)

j. the date of signing

k. a list of supplementary documents and other material.

Presentation

18.5 The standard document presentation requirements set out in Chapter 6 apply to meeting agendas. Annex 18A shows the format to use and provides explanatory notes. An electronic template for use in writing an agenda is available from Defence Publishing Service; send an email to DPS DocPublishing.

18.6 The information presented as business items can be presented in tabular form.

18.7 **Line spacing.** Separate the items for consideration in an agenda by at least one clear line.

18.8 **Font.** Use 12-point Times New Roman font. If a supplementary document already exists in another font, it does not need to be reformatted.

Processes

18.9 The agenda is prepared, checked to ensure that it covers all necessary matters, signed by the meeting secretary (and possibly by the chair or their delegate) and distributed.

18.10 An agenda should be distributed to all intended participants well before the meeting, so that they have sufficient time to prepare. This is particularly important in the case of senior committees, whose members have heavy demands on their time. Defence has a standing requirement that agendas for senior committees be distributed at least five working days before the committee is to meet.

Supplementary material

18.11 Supplementary material provides information in support of particular agenda or action items. It normally consists of documents such as papers, briefs or reports, but it can include non-written or printed matter, such as photographs, pictures or objects.

18.12 To help recipients prepare themselves for considering related business items, supplementary material is dispatched with the agenda.

18.13 The supplementary material is listed at the end of the agenda, in the order of its introduction to the meeting, as shown in Annex 18A. Each item of material should be labelled with its agenda reference in bold capital letters in the top right-hand corner, as shown here:

ITEM NO 2
ADSA MEETING
03 APR 10

right margin

MINUTES OF MEETINGS

18.14 The minutes of meetings in Defence are both business records and legal documents, and they must be written and retained accordingly. Annex 18B shows the format of and explanatory notes for the minutes of a meeting; a template for writing the minutes of a meeting is available from Defence Publishing Service; send an email to DPS Docpublishing.

18.15 Written minutes of a meeting provide a record of:

a. who attended

b. when the meeting started

c. what was said and by whom

d. what conclusions were reached

e. the agreed actions or recommendations

f. who is responsible for the actions

g. the completion date for actions and recommendations

h. details of the next meeting

i. when the meeting finished.

18.16 The minutes of meetings may be drafted by the appointed meeting secretary as the meeting progresses and then edited and distributed to participants afterwards. Alternatively, the meeting might be audio-recorded or notes might be taken and the minutes prepared later. Whatever the method, the minutes should be brief and should concentrate on material matters, rather than being a verbatim transcript. The minute-taker needs to have sufficient understanding of the subject matter to achieve this.

Content

18.17 Since both the agenda and the minutes refer to the same event, the header content of the minutes, up to and including the title, is the same as that for the agenda. Thereafter, the items described in the following paragraphs make up the minutes.

18.18 **Attendance.** Under the title ‘Attendees:’ apply the following conventions to list the people who attend the meeting:

a. Include the rank (for military members), initials and family name of the chair and the meeting secretary at the beginning and the end of the attendance list respectively, with the titles ‘Chairperson’ and ‘Meeting Secretary’ following their details. List the other attendees in order of their seniority of rank or appointment; their rank (if military), initials and family name, appointment and position being written in full.

b. If the meeting has ‘non-core’ attendees such as invited speakers, observers or advisers, clearly identify their status in the list of those present.

18.19 **Apologies.** Under the title ‘Apologies:’ present the details of anyone who previously advised that they would be unable to attend the meeting or whose apology is presented by an attendee.

18.20 **Opening.** Record the chair’s opening of the meeting in the first numbered paragraph of the minutes under the title ‘Agenda item no 1: Opening’. Additional text may record the time the meeting began, any welcomes, and the substance of any prefatory comments or remarks.

18.21 **Confirmation of the previous meeting’s minutes.** Where the meeting is one of a series, the second agenda item is usually the confirmation of the accuracy of the previous meeting’s minutes (see 18.37–18.38). If the meeting is more ad hoc the purpose of the meeting might be presented in this section.

18.22 **Matters arising.** Report anything of significance related to the business of the previous meeting that has arisen since (excluding matters that are covered in business items later in the agenda). This might include reports on activities or events, details of changed circumstances, and new information or feedback from stakeholders.

18.23 **Business items.** Record each item of the meeting's business in the order shown on the agenda and with the same item numbers and headings. If a numbering system has been established by the chair or committee secretariat for specific business topics, use that numbering sequence. For ease of reference, and to facilitate the use of normal group headings under each minute heading, present the subject centred on the page, using capital letters:

ITEM 'X': BUSINESS ITEM 1—STRATEGIC PLAN

ITEM 'X+1': BUSINESS ITEM 2—BUSINESS PROCESS MAP

18.24 The minute of each business item considered and determined at a meeting consists of three or, when recommendations or decisions are made, four parts:

a. The first states the subject such that the subsequent discussion is intelligible without reference to other documents. If this cannot be done in a few lines, provide references rather than attempt a full summary.

b. After the subject, the minute should provide a concise summary of the important discussion points and considerations. These can be written either in the order in which they were actually said or in a more coherent order.

c. The conclusions and/or decisions reached by participants are important for establishing and recording the value of the discussion.

d. If a meeting results in recommendations or decisions requiring action, list the actions under a suitable heading at the end of the minutes. Assign each recommendation to one or more authority, appointment or person and designate one or more authority, appointment or person as responsible for completing each required action. If the meeting also decides time frames or completion dates for actions, record these too.

18.25 **Closure.** Summarise the chair's closing remarks. This can include a summary of decisions, recommendations and actions, thanking attendees and, if appropriate, details of the group's next meeting.

18.26 **Lists of decisions, recommendations and/or actions.** If the minutes of a meeting are long or complex, suitably headed lists of the decisions, recommendations and/or actions can be included at the end to serve as a summary of the meeting's outcomes.

18.27 **Signatures.** The chair and the meeting secretary normally jointly sign the finalised minutes of the meeting, but the chair alone may do so. Signing occurs after the meeting's participants confirm the accuracy of the minutes. When signing, the senior signatory should also write the date in the information accompanying their signature block. The signature and date signify that the minutes of the meeting are a business record.

18.28 Position single signature blocks on the left-hand margin. When two signature blocks are used, place them across the page as a pair, the second positioned 80 millimetres from the left margin (see Annex 18B). When more than two signature blocks are required, position the blocks in two columns.

18.29 **Enclosures.** Any supplementary documents not supplied with the agenda but presented at the meeting should be listed and a copy included with the minutes of the meeting.

Presentation

18.30 As with agendas, when preparing minutes of meetings, apply the document standards set out in Chapter 6. Presentation of supplementary documents should conform to the requirements described in the relevant chapter of this manual.

18.31 **Font.** Use 12-point Times New Roman font. If a supplementary document already exists in another font, it does not need to be reformatted.

18.32 **Agenda items as headings.** To aid cross-referencing between the agenda and the minutes of a meeting, and to increase the visibility of individual items, the meeting's agenda items are normally used as section headings (centred, bold, all capitals) in the minutes.

Style

18.33 The minutes of meetings should be succinct and, to the extent that the discussion allows, decisive. The essence of important discussions and conclusions should be recorded so that a reader who was not present at the meeting can understand the reasons for decisions.

18.34 The minutes summarise the discussion and conclusions reached in relation to all agenda items. They should be self-contained and should not refer readers to other documents or text. If discussion at a meeting is based on a reference, an explanatory precis of the reference should be provided in the minutes—for example, 'Noting the advice in the agenda that tanks would be required, the Chairperson said ...' is preferable to 'The committee discussed the proposals in paragraph 10 of the agenda'. The only occasion when minutes may refer to other documents is if the items for discussion are a continuation of those listed in the reference, as usually occurs in progress reports.

18.35 The content of minutes should be impersonal—identifying speakers by their appointments rather than their names helps with this—because this avoids giving the misleading impression that the discussion involved only those speakers named in the minutes. Expressions such as 'A said ... B replied ... C then pointed out ...' should be avoided. Sometimes it is necessary to attribute views to individuals, though—for example, if speakers reserve their positions or register dissent or if the precise details of a speaker's comments are important.

Shortened minutes

18.36 With meetings that are relatively informal the minutes can exclude records of the discussion and the conclusions: only the decision and action required, by whom and by when, need to be minuted. The chair determines when shortened minutes are appropriate.

Confirmation and issue of minutes

18.37 Agreement to the minutes of the previous meeting is generally sought as the first action at the subsequent meeting. To ensure that the meeting is not delayed while attendees read and correct the draft minutes—it being unwise to approve minutes that have not been read—send a draft copy of the minutes to attendees in advance of the meeting. Alternatively, seek confirmation out of session by circulating the minutes in draft form or by attaching a covering letter or minute stating that agreement will be assumed unless amendments are forwarded to the meeting secretary by a given date.

18.38 If the members of the committee or group agree that the written minutes reflect what happened at the meeting, the minutes are approved and the fact of their approval is recorded in the minutes of the current meeting. If there are major errors or omissions, the minutes will need to be redrafted and resubmitted. Minor changes can be made immediately, and the amended minutes can be approved 'as amended' or the changes might be foreshadowed in the minutes of the current meeting by the use of text such as '... minutes are approved subject to adding Amanda Schroder's name to the list of attendees'.

Annexes:
18A. Meeting agenda: format and layout notes
18B. Minutes of a meeting: format and layout notes

MEETING AGENDA: FORMAT AND LAYOUT NOTES

PROTECTIVE MARKING(S)[1]

Page 1 of ... [2]

Copy ... of ... [3]

Committee or file reference number

See distribution[4]

AGENDA FOR THE [SECOND] MEETING/[2/2008] OF THE [NAME OF COMMITTEE/GROUP]
TO BE HELD IN [ROOM/LOCATION]
AT [TIME], ON [DATE]

1.	Opening[5]	Chair	
2.	Confirmation of the previous meeting's minutes[6]	Chair	
3.	Matters arising from the previous meeting[7]	Chair	
4.	Business Item 1: [*suitable descriptive heading.* the individual leading the discussion and the time allocated for the item might be added]	CN	20 min
5.	Business Item 2	CA	15 min
6.	Business Item 3, and so on		
X.	Other items or new business (optional)	Chair	
X.	Closure and details of the next meeting	Chair	

The agenda may also note an intended finishing time.

J Smith
RANK (for military)
Meeting Secretary

R1–X–XX
6xxxx
jack.smith@defence.gov.au

Jan 10[8]

PROTECTIVE MARKING(S)[1]

PROTECTIVE MARKING(S)[1]

Supplementary material:[9]
Business Item 1
Details of first document for agenda item 4
Details of second document for agenda item 4
Business Item 2
Details of first document for agenda item 5

Distribution list:

DEPSEC PS&P	R1–1–C001
HPC	R1–1–C005
HPP	R1–1–C008
DGWP	BP35–4–089
DGDFR	WTB–Barton
DGOHS	BP35–5–050

For information:

DG Exec	R1–1–C021

PROTECTIVE MARKING(S)[1]

Layout notes

1. Include as required.
2. This numbering system, which identifies the total number of pages, is required only for documents classified CONFIDENTIAL, SECRET or TOP SECRET (see 6.31).
3. Use copy numbers to limit distribution when required for control or security reasons by the chair (see 6.24–6.25).
4. Use a distribution list when the number of addressees is large enough to justify a separate list and when copies are numbered. Otherwise use an address block (see 10.5–10.25).
5. The person leading the agenda item can be identified on the agenda. The chair normally opens the meeting.
6. If there was no previous meeting or if the situation justifies it, the purpose of the meeting might be included as an agenda item.
7. This entry might not be applicable and might not be required if items are covered as business items.
8. Insert the date (short-date format, full or abbreviated form, depending on formality) when the agenda is signed.
9. Material in written or other form that is dispatched with the agenda. Label each item.

MINUTES OF A MEETING: FORMAT AND LAYOUT NOTES

PROTECTIVE MARKING(S)[1]

Page 1 of ... [2]

Copy ... of ... [3]

Committee or file reference

See distribution[4]

MINUTES OF THE MEETING OF [COMMITTEE],
ON [SUBJECT],
HELD AT [LOCATION] ON [DATE]

Attendees:[5]
<Rank/title> <Initials> <Family name> <Position/Appointment>Chairperson[6]
.....
.....
.....
..... Meeting secretary

Apologies:
<Rank/Title> <Initials> <Family name> <Position/appointment>
.....

ITEM 1: OPENING

1. Opening of the meeting and introductory remarks by the chairperson, which might include welcomes, introductions and guidance on how the meeting is intended to be run.

2. ……

ITEM 2: CONFIRMATION OF THE PREVIOUS MEETING'S MINUTES

3. Record any discussion about the accuracy and the meeting's acceptance of the minutes of its previous meeting (reference details provided).[7]

ITEM 3: MATTERS ARISING

4. Include anything significant related to the content of the business of the previous meeting that has arisen since that meeting, excluding matters that are covered in business items later in the minutes.

PROTECTIVE MARKING(S)[1]

Page 2 of …

ITEM 4: BUSINESS ITEM 1—SUBJECT HEADING

5. For each item, state the problem or issue, the important points of discussion, considerations and conclusions. Group and paragraph headings may be used.

6. **Decision (or recommendation).** State the output from the discussion.

7. **For action.** Where required, include the appointment or name of the individual with the task, the nature of the task, and any time frame or completion date.

ITEM 5: BUSINESS ITEM 2—SUBJECT HEADING

Group heading (if appropriate)

8. .....
.....

9. .....

10. **Recommendation(s) and/or decision(s)**
.....

11. **For action**.....

12. **Further action**.....
.....

Closure. Details here might include a summary of main points, remarks from the chairperson and, if appropriate, details of the group's next meeting.

Name
RANK (for military)
Chairperson

Feb 10[8]

Name
RANK (for military)
Meeting secretary

Feb 10[9]

Enclosures:[10]
1.
2.

Layout notes

1. Include as required.
2. This numbering system, which identifies the total number of pages, is only required for documents classified CONFIDENTIAL, SECRET or TOP SECRET (see 6.31).
3. Use copy numbers to limit distribution when required for control or security reasons by the Chairperson (see 6.24–6.25).
4. Use a distribution list when the number of addressees is large enough to justify a separate list and when copies are numbered. Otherwise use an address block (see 10.5–10.25).
5. See 18.18 for information on how to list those attending meetings.
6. The name and contact details of the meeting's chairperson head the list of those present, and the meeting secretary's details are the final entry.
7. This is applicable only when the meeting is one of a series (see 18.37–18.38). If the meeting is ad hoc, its purpose might be presented in this position.
8. The short-date format—full or abbreviated form, depending on formality—is inserted when the minutes are signed.
9. The second signature block begins 80 millimetres from the left-hand margin.
10. List any supplementary documents not supplied with the agenda but presented at the meeting.

CHAPTER 19

REPORTS

19.1 Reports convey information about something specific from one individual or group of people to another individual or group of people. They can be about events, such as a visit or an activity; they can describe the outcome of a study or an investigation; or they can fulfil a need for periodic advice. They can be written voluntarily; they can relate to a specific matter and be required by a superior; or they can be raised 'by exception' to record a variation from an agreed standard. Whatever the circumstances, reports should accurately reflect the facts of a situation; provide details of any discussions, outcomes and recommendations; and, where appropriate, include decisions or instructions requiring action or follow-up.

FORMAT AND PRESENTATION

19.2 The format of a report varies to suit the report's purpose. The format described in this chapter and illustrated in Annex 19A covers the important elements that are common to reports. The conventions applying to technical reports are described in DEF(AUST) 5629B, and those applying to scientific reports, particularly reports prepared in the Defence Science and Technology Organisation (DSTO), are described at the DSTO website.

19.3 Most reports are presented on plain paper, without any letterhead. They are distributed as an enclosure or an attachment to an item of correspondence that identifies the origin and sponsorship of the report and lists the intended addressees.

19.4 The conventions described in Chapter 6 govern the fonts, headings, paragraphs and layout to use when writing reports. The exceptions are published reports (bound volumes for broad distribution —see 24.6) and where variations are specified by the report sponsor (post-exercise reports, for example, follow the guidelines in ADFP 7.0.3, *Exercise planning and conduct*).

Security

19.5 Apply security classification and privacy markings in accordance with the *Defence Security Manual* (see also Chapter 8 of this manual).

Report reference

19.6 For reference and record purposes, place the location identifier of the file or folder where the report will be kept at the top left of the first page, above the title block.

Title block

19.7 A report's title block consists of its title and, on a separate line, a date, all in bold capitals:

REPORT ON THE VISIT TO RAAF WILLIAMS BY AIR MARSHAL SIMPSON
02 APRIL 2009

a. The title consists of the term.'report' to identify the document type and the specific subject being reported on.

b. The date presents the day or period of the subject being reported on—in either full or abbreviated short-date format. (Whichever form is used, present all other dates in the report in the same way.)

Reference to supporting documents

19.8 List references to other documents, such as the authority for the visit or previous reports, below the title block in the order referred to in the report and sequentially label them A, B, C, and so on.

Introduction

19.9 The introduction describes the purpose of a report, its scope, and the background events that caused it to be written:

a. **Purpose.** This states what the report is intended to achieve. For example, 'This report provides feedback about ADFA's Invitational Hockey Tournament (Exercise FRIENDLY) that will inform command decisions on the tournament's future.' Choose words with care: they determine the level of the report and the breadth and depth of subject coverage.

b. **Scope.** This states the specific aspects of the topic the report will cover and in what order. If complex, the scope can be presented as a series of subparagraphs. Be careful when using operative words such as 'examine', 'discuss' and 'state', which hardly delimit topics; similarly, avoid words such as 'include' and 'cover' because they are not all-inclusive.

c. **Background.** Take care to provide only information explaining why the report has been written. Do not present general information about the topic itself.

Summary

19.10 A short report does not require a summary. When, however, a report is longer than three pages, a summary up to one page long can be provided. This summary should deal with all the contents of the report, focusing on its conclusions and/or recommendations. Each conclusion and recommendation should clearly link with the paragraphs containing the supporting discussion and reasoning.

19.11 A visit report might have a list of the main points or benefits accruing from the visit instead of a summary. These will allow the reader to quickly assess the worth of the visit and the potential for further work stemming from it. (See Chapter 17 for advice on writing executive summaries.)

Body

19.12 Presenting information in a logical order is essential to communicating clearly. Build the body of a report by assembling bits of information into blocks of information, using a structure that makes full use of headings.

19.13 Headings provide a visual statement of the report's direction and an indication of its content. Carefully chosen headings not only 'signpost' essential material but also allow the reader to skim efficiently through the document, perhaps to gain clarification of a point or to answer a question. When drafting a report, use headings to develop the outline plan: this helps ensure that all the required topics are nominated and adequately discussed. The body of a visit report, for example, uses headings such as these to outline details of the visit:

a. places, features or events observed

b. activities engaged in

c. photographs or drawings

d. details of the people involved

e. information about conversations and discussions

f. agreements reached

g. administrative aspects and financial reconciliation

h. recommendations.

19.14 If a series of matters are dealt with in a report each matter should be labelled clearly to guide the reader logically towards the conclusions, decisions and any recommendations. For each contentious matter the positive and then the negative aspects should be discussed: failure to note the negative aspects might mislead the reader and could show a lack of balance or suggest a personal bias.

19.15 Reports must be thorough and impartial. Authors must resist the temptation to write what they feel their readers want to read at the expense of the truth.

19.16 **Abbreviations.** Use the full form of uncommon terms, titles and appointments on first mention, and place the abbreviated form in parentheses. Thereafter, use the abbreviated form.

19.17 **Level of supporting detail.** Supporting detail helps readers understand the subject of a report and any decisions or actions presented. As with other forms of writing, though, succinctness and brevity are desirable. The extent of detail required is determined by several factors:

a. assumptions the writer makes about readers' knowledge

b. the probable 'life' of the report and the need to inform future readers

c. the written history of the subject—if the report is one of a series, for instance, or its subject is covered in other documents

d. the circumstances that led to the report being written.

Conclusions

19.18 Each report should have a conclusion that clearly relates to its purpose. The conclusion can be used to summarise overall impressions and findings, to describe actions to be taken, and to foreshadow further required action.

Actions

19.19 If a report requires specific action, the action is preceded by a heading such as 'For action', 'Agreement', 'Further action' or 'Note', each followed by a colon. Where appropriate, the appointment responsible for taking the action is also included:

> The situation is far more complex than previously understood; resource provision, the cycle of personnel changes and policy alignment need review. Further investigation is necessary and so, for the foreseeable future, a series of regular meetings was agreed.
>
> **For action:** DBM to make arrangements for regular meetings, beginning July 2010.
>
> As part of the test, the combined output of the ship's pumps failed to provide effective water pressure for firefighting on the flight deck. As a consequence, it was agreed that flying was to cease and urgent engineering repairs were to be carried out.
>
> **Agreement:**
> 1. No flying to be conducted until satisfactory water pressure is assured.
> 2. Fire pump repairs elevated to first priority.

Signature block

19.20 A report is signed by the senior person on whose behalf it is written, which in most cases is the author. The conventions for the signature block are those described in 6.130—6.142.

Supplementary documents

19.21 Reports can have annexes (which in turn can have appendixes) and enclosures that provide supplementary detail or amplifying information that would interrupt the flow if presented in the body of the report or make it unnecessarily long. The conventions for using supplementary documents in reports are discussed in 6.142—6.160.

Annex:
19A. Example of a report

EXAMPLE OF A REPORT

ADFA HC 10/09

ADFA HOCKEY CLUB REPORT ON EXERCISE FRIENDLY

09 AUG 09

References:
A. ADFA Administrative Instruction 21/09 of 15 Jun 09
B. DI(G) PERS 14-2, Australian Defence Force Policy on Sport

Introduction

1. **Purpose.** This report meets the requirements of references A and B and provides feedback about the 2009 ADFA Invitational Hockey Tournament (Exercise FRIENDLY) that will inform command decisions on the tournament's future.

2. **Scope.** Only the management and administrative aspects of the tournament are considered here. Reporting on individual matches, including their results, has been addressed separately with Service newspapers.

3. **Background.** This was the second Exercise FRIENDLY to be organised, the first having occurred in 2008. Although they have previously been considered successful, in view of time and cost constraints on ADFA activities the value of such events and the efficiency of their management benefit from reassessment.

Summary

4. Overall, the event was a success, with considerable favourable comment by all attendees. While administrative arrangements for the tournament were generally satisfactory, minor problems arose with the arrangements for parking and the funding of rations for visitors. It is recommended that ADFA:

a. consider making the tournament an annual event, on the basis of its success and the keenness shown by attendees (see 7–9)

b. provide clearer travelling and parking directions to visiting clubs and post a parking guide to direct traffic (see 11.a)

c. seek interest from a local volunteer association or Service club to sell refreshments (see 11.b).

The tournament

5. Exercise FRIENDLY was managed in accordance with the reference and held at the ADFA oval on 09 Aug 09. The aims of the tournament were to:

a. encourage and foster the development of team spirit through participation in team-based sports

b. contribute to a favourable public Defence image by demonstrating that ADF members are physically fit and well trained

c. provide a medium for interaction between the Services and the wider community.

6. The event followed the schedule outlined in the reference, with teams from ADFA, the Australian National University, the University of Canberra, the Royal Military College and the Old Canberrans Hockey Club taking part.

7. **Promotion of spirit and pride.** Players and referees alike commented on the sporting spirit in which matches were contested and on the friendly atmosphere experienced throughout the day. Participants and spectators voiced their appreciation of the opportunity to meet members of other teams in a spirit of friendly rivalry over the whole day.

8. The consensus of attendees was that this type of interaction should be encouraged further. The midshipmen and officer cadets who took part were unanimous that the tournament had helped reinforce their pride in being members of ADFA. Several mentioned their appreciation of the COMDT's attendance and her enthusiastic support of the competition.

9. The conduct of sporting events such as this would appear to be an effective method of boosting pride and respect.

Recommended: ADFA consider making the tournament an annual event.

10. **Program and result.** The tournament program ensured that all teams were able to have sufficient rest and social interaction between matches, a feature that contributed to the success of the event. The standard of play was very high, but the fitness and skills of ADFA's cadets ensured a home team victory.

Problem areas

11. Two problem areas emerged during the day:

a. **Parking.** In spite of notices being displayed in accordance with the reference, some visitors parked in areas other than those designated—either at a distance from the playing venue or in illegal positions such as on grass verges. In consequence, some visiting players found it difficult to find the oval and were irritated on arrival. Moreover, the regimental police corporal was annoyed by the illegal parking and asked that in future the President of the Hockey Club give visiting teams more detailed instructions about where to park. On the day the Academy Hockey Club (AHC) dealt with the problem by redirecting visitors to park their cars next to the oval.

A possible solution to the problem is to provide visiting teams with a detailed map of the oval and designated parking areas beforehand. Another suggestion is to provide more prominent signposting leading to the oval. While both suggestions could be useful, a number of visitors would still get lost. Tasking a cadet guide for each visiting team to wait at a designated time and entrance seems to be the simplest solution.

Recommended: Overcome parking difficulties by having a cadet guide wait at a designated entrance and time for each of the visiting teams.

b. **Payment for rations.** The payments made by the visiting clubs for post-match refreshments were inadequate to cover costs. Rather than cause embarrassment by seeking further payment from the clubs, the treasurer of the Academy Hockey Club was obliged to make up the shortfall using AHC funds. Solutions considered included:

(1) seeking payment in advance from clubs. (Payment in advance might prove difficult if club numbers changed.)

(2) adopting a 'user pays' approach, whereby visiting teams pay for rations on receipt. (A Service club or volunteer organisation might be willing to sell refreshments in this way, thereby removing the need for any club to be concerned with repayments.).

Recommended: Request a Service club or volunteer organisation to sell refreshments.

Conclusion

12. This year's Exercise FRIENDLY very successfully fostered ADFA pride and team spirit. It also promoted friendship and good relations with similar institutions in the Canberra community. Administration problems can be overcome with minor modifications to the organisation of the event. Overall, this type of sporting activity is well worth repeating.

UR Halfback
MAJ
OIC ADFA Hockey Club

02 6268 8111

Aug 09

CHAPTER 20

OPERATIONAL DOCUMENTS

20.1 Operational documents are those that provide information about the assessment, planning, control and review of the conduct of military operations or the training for operations on behalf of a commander. They are tailored for their audience and convey information designed to facilitate staff planning and command direction. They include written directives, plans and Orders.

20.2 This chapter does not constitute the primary authority for the types of operational documents, their development, content, layout or sequence. That information is provided in Australian Defence Doctrine Publication (ADDP) 5.0, *Joint Planning*, and Australian Defence Force Publication (ADFP) 5.0.1, *Joint Military Appreciation Process*. Notwithstanding the guidance provided in those documents, individual commanders might also be expected to tailor content and layout to particular needs.

20.3 Operational documents take many forms, including free text, manually formatted and electronically generated messages. They are communicated by a variety of electronic and manual means. Whatever the manner of transmission, however, such documents have similar requirements for precision, clarity and accuracy. As far as is possible, they also need to be consistent in the presentation of information, so that different readers are helped to gain a common view of what is being conveyed by virtue of being familiar with the layout.

20.4 Operational documents are created at all levels of planning and are tailored for the requirements of each level of the military hierarchy and all operational environments. Documents being used for strategic planning differ from those employed at the tactical level, which will tend to be more specific and detailed about the battlespace.

20.5 **Legal implications.** The description of a document (for example, a directive or Order), as well as the document's content, has legal implications that writers, signatories and users must understand.

20.6 Documents from a superior authority to a subordinate that include words, such as 'order' and 'direct' or that are expressed in the imperative mood (for example, 'are to' and 'must') place an obligation on the recipient to conform to that instruction (see 2.61). This obligation is supported by the legal authority contained in the Defence Act and other Acts of parliament.

20.7 The description of activities in operational documents can also be significant. For example, assigning to an activity the status of 'operation' might in the long term affect the entitlement of participants to veteran benefits, honours and awards, campaign medals, and so on. Use of the word 'warlike' can have similar overtones. The language used in operational documents should be chosen with due regard for the effects the words can have.

20.8 **Single-Service formats.** Australian Defence Force planning is joint in nature. Command is integrated. At the tactical level, weapons and procedures can be environment specific in their employment and require documented processes that reflect this. Single-Service formats, if required at all, are outside the scope of this manual but should as far as possible conform to the writing standards described here.

Processes, staff and staff naming protocols

20.9 The joint planning process giving rise to operational documents is described in Chapter 1 of Australian Defence Doctrine Publication (ADDP) 5.0, *Joint Planning*. The process is managed by a 'staff' of individuals assigned to a headquarters. These individuals plan and implement a commander's orders and intentions using the Joint Military Appreciation Process (JMAP) to produce a logical plan.

20.10 **Joint Military Appreciation Process.** The JMAP includes analysis, functional coordination and risk management to aid command decision making and the preparation of operational plans. Used at the theatre, operational and joint task force levels and available for use at the tactical level it is designed to facilitate combined and coalition interoperability.

20.11 Details of the JMAP are provided in ADFP 5.0.1, in which a substantial range of operational documents that underpin the JMAP are described. Many of the work's chapters have a useful aide-memoire as an annex.

20.12 **Staff and naming protocols.** Successful planning by a headquarters staff call for effective staff structures and clear division of responsibility. This is achieved through a common joint staff system that uses shared naming protocols. The protocols are defined in ADDP 00.1, *Command and Control*, Annex 5A, and elsewhere.

Operational planning, guidance and document types

20.13 There are two broad types of operational planning: immediate (which is situation based) and deliberate (which is assumptions based). Immediate planning normally occurs in a compressed time frame and implies a short response time (the time available between recognising that a planning requirement exists and the implementation of the response). Immediate planning requires that documents be written quickly.

20.14 **Initiating planning.** Planning at the operational level can be initiated by:

a. a directive from a higher authority such as the Chief of the Defence Force (CDF)

b. a directive internally initiated within the headquarters

or

c. release by the Chief of the Defence Force of a Warning Order, WNGO.

20.15 The content of directives and WNGOs is informed by pre-existing:

a. Military Strategic Planning Guidance (MSPG)—comprehensive guidance based on a strategic assessment of the security environment and specific intelligence assessments

or

b. a Military Strategic Estimate (MSE)—a statement of military strategic options used by the Chief of the Defence Force to task operational level commanders with planning.

20.16 **Warning Orders.** WNGOs are used to give authorities and units the maximum possible notice of likely events so that they can prepare—for example, by moving resources and carrying out reconnaissance. By their nature, WNGOs are issued early in the planning process with the aim of maximising effort and concurrent action. The content and layout of a WNGO will be adapted to the circumstances. Details of WNGO requirements, including an outline guide, are provided in Annex 4A of ADDP 5.0.

Operational correspondence

20.17 **Types of operational correspondence.** Doctrine describes a category of correspondence called ‘operational correspondence’ (ADFP 5.0.1, Annexes 8C and 1B). The associated documents include:

a. **Directives.** These provide direction in accordance with higher policy decisions and take in:

(1) command directives, which are issued personally by a commander to declare their authority for command and the extent of their command functions

(2) policy directives, which deal with specific policy aspects of a commander’s functions, such as the division of effort between allied forces, and contain obligatory policy directions to subordinates

(3) planning directives, which contain orders for the conduct of operational planning.

b. **Orders and Instructions.** These are used to detail a commander’s intentions and expectations. They mandate compliance and include:

(1) Orders

(2) operational Instructions

(3) operation Orders

(4) administrative Orders.

In each case, operational correspondence should comply with the writing processes and conventions described in this manual. It must be accurate, unambiguous, concise and timely. The advice must also be capable of execution in terms of the responsibilities, tasks and deadlines assigned.

Document presentation

20.18 Operational documents should be written in accordance with the presentation guidelines contained in Chapters 2 to 8 of this manual. When Defence-specific terminology is used it should be as defined in the Australian Defence Glossary. Where useful, documents can include glossaries.

20.19 **ADF-specific shortened word forms.** For efficient communication, Orders are often very concise. If the shortened forms of words that are used in the Order will not be commonly understood, the full term should be used the first time it appears. Annex 20A lists the ADF-specific shortened forms of words (sponsored by the Chief of Joint Operations) that should be used only when the context clearly shows which original word (or which meaning of the original word) is intended and when the user is confident the reader will understand the shortened form. The shortened forms can be used to save time or space in:

a. internal ADF correspondence and publications

b. military records, publications, correspondence and messages

c. field work, including operation plans, Orders and reports.

20.20 **Annexes.** An exception to this manual's guidance on annexes is that the annexes of operation Orders have set subjects/titles. There are 36 such subjects/titles, and they are listed as the A to KK series of annexes of the operation Order outline (see Annex 20B). Not all these subjects might be used in an operation Order (in which case gaps in the sequence are left) and they might not appear sequentially in the text.

Annexes:
20A. ADF-specific shortened forms of words
20B. Subjects or titles of operation orders' annexes

ADF-SPECIFIC SHORTENED FORMS OF WORDS

1. A shortened form of a word should be used only when the context clearly reveals the writer's intent and the writer is confident the reader will understand the shortened form.

2. The following two tables—sorted by word and by shortened form—list the ADF-specific shortened forms of words.

3. Nouns are listed only in the singular form and verbs in the present tense. Without being changed, a shortened form can be used to signify any of the various derivatives of the root word—such as -al, -ally, -ance, ad-, ex-, -ain, -ies, -ility, -ed, -ing, -ive, -ly, -ment, -n, -r, -s, -ze,-ion, -ship, -ate, -or, -ial, -ence, ian and ee— provided the meaning is clear. For example, the abbreviation 'auth' represents authority (noun) and authorise (verb) as well as authorisation, authorises, authorised and authorising.

Table 20A.1: Word to shortened form

Word	Shortened form	Word	Shortened form
abbreviate	abbr	altitude	alt
accommodation	accn	ambulance	amb
account	acct	amendment	amdt
acknowledge	ack	amenity	amen
acoustic	ac	ammunition	ammo
acoustic intelligence	acint	amphibious	amph
address	adrs	amphibious operations	amphops
adjutant	adjt	amplification	ampn
administration	admin	amplify	amp
administrative Instruction	admininst	anti-personnel	apers
administrative Order	adminord	appendix	appx
advance	adv	appoint	appt
advertise	advt	appointment	appt
advise availability	adaval	approach	app
advise by message	admsg	approximate	approx
aeronautical	aero	armament	armt
aeronautics	aero	armoured	armd
aggressor	agg	artillery	arty
airborne	abn	assault	aslt
aircraft	acft	assembly	assy
airframe	arfm	assist	asst
airhead	ahd	assistant	asst
airman	amn	asynchronous	async
allocate	aloc	attach	atch
alternate	altn	attachment	atch

Word	Shortened form	Word	Shortened form
attack	atk	cavalry	cav
attention	attn	certify	cert
authenticate	authen	channel	chan
authorise	auth	chapter	chap
authority	auth	chemical	chem
auxiliary	aux	circuit	ckt
available	aval	civil defence	civdef
aviation	avn	civilian	civ
aviation medicine	avmed	classification	clas
azimuth	az	column	colm
bacteria	bact	comma	cmm
bacteriological	bact	command	comd
barracks	bks	commandant	comdt
bathythermograph	bathy	commander	comd
battalion	bn	commando	cdo
battery	bty	communicate	comm
battle casualty	bcas	communications centre	commcen
beachhead	bhd	communications intelligence	comint
bivouac	biv	communications plan	complan
boundary	bdry	communications security	comsec
branch	br	company	coy
bridge	brg	concentrate	conc
bridgehead	brh	confer	conf
brigade	bde	conference	conf
broadcast	bcst	confirm	cfm
cadet	cdt	construct	const
calibrate	cal	contingency	cntgcy
calibre	cal	continue	cont
camouflage	cam	control	con
carrier	carr	convalesce	conv
casualty	cas	cooperation	coop
casualty evacuation	casevac	coordinate	coord
casualty procedure	caspro	cross road	xrd
category	cat	crystal	xtal

Word	Shortened form	Word	Shortened form
custody	cust	electronic	elec
decontaminate	decon	electronic intelligence	elint
defence	def	electronic security	elsec
defend	def	element	elm
defensive	def	embark	emb
deficient	defic	emission control	emcon
degree	deg	emission security	emsec
deliver	del	emplacement	empl
demolition	dml	emplane	empln
demonstrate	demo	enclose	encl
depart	dep	enemy	en
department	dept	engine	eng
departure	dep	engineer	engr
dependant	depd	equipment	equip
destination	dest	equivalent	equiv
destroy	dest	establish	estb
detach	det	estimate	est
detachment	det	evacuate	evac
diesel fuel	dieso	evaluate	eval
direct	dir	exchange	exch
direct liaison authorised	dirlauth	exclude	excl
direction	dn	exempt	xmt
discharge	disch	exercise	ex
distribute	distr	exercise director	exdir
district	dist	expedite	xpd
division	div	extend	ext
document	docu	exterior	ext
driver	dvr	external	ext
echelon	ech	facility	facy
edition	edn	familiar	fam
education	ed	field	fd
effect	eff	fighter	ftr
efficiency	effcy	fighting echelon	fech
electric	elec	figure	fig

Word	Shortened form	Word	Shortened form
flight	flt	information	info
follow	fol	inoculate	inoc
for action	forac	inoperative	inop
for the information of	info	inspect	insp
formation	fmn	inspector	insp
forward	fwd	install	instl
frequency	freq	instruct	instr
fuselage	fus	instructor	instr
general	gen	instrument	inst
government	govt	intelligence	int
ground	gnd	intelligence report	intrep
group	gp	intelligence summary	intsum
guard	gd	intercommunication	intercom
gunner	gnr	introduce	intro
harbour	har	issue	iss
heading	hdg	junction	junc
heavy	hy	kerosene	kero
helicopter	helo	laboratory	lab
hospital	hosp	labour	lab
howitzer	how	language	lang
human	hum	latitude	lat
human intelligence	humint	laundry	ld
hygiene	hyg	leader	ldr
identification	ident	letter	ltr
identify	ident	light	lt
identity	ident	localiser	llz
illumination	illum	locality	loc
image	im	locate	loc
imagery intelligence	imint	logistic	log
in the vicinity of	vic	longitude	long
include	incl	lubricant	lub
independent	indep	lubricate	lub
infantry	inf	magazine	mag
inform	info	magnetic	mag

Word	Shortened form	Word	Shortened form
maintain	maint	negative	neg
maritime Order	marord	night	ni
mark	mk	nomenclature	nomen
maximum	max	nuclear	nuc
maximum ordinate	maxord	number	no
mechanic	mech	object	obj
medical	med	observation	obsn
medical assistant	medasst	obstacle	obs
medical document	meddoc	officer	offr
medical evacuation	medevac	operate	op
medicine	med	operation	op
medium	mdm	operation Order	opord
memorandum	memo	operational command	opcomd
message	msg	operational control	opcon
meteorology	met	operational demand	opdem
microphone	mic	operational evaluation	opeval
military	mil	operational Instruction	opinst
minimum	min	operational requirement	opreq
miscellaneous	misc	operational status	opstat
missile	misl	operations plan	oplan
mission	msn	operations security	opsec
mobilise	mob	order	ord
modify	mod	order of battle	orbat
mortar	mor	ordnance	ord
mounted	mtd	organise	org
move	mov	oxygen	oxy
movement	mov	pamphlet	pam
movement control	movcon	parachute	prcht
movements coordination	movcoord	parade	pde
mustering	mstg	paragraph	para
nautical mile	nm	parenthesis	paren
navigate	nav	park	pk
navigation aid	navaid	passenger	pax
necessary	nec	pathology	path

Word	Shortened form	Word	Shortened form
patrol	ptl	radio telegraphy	ratg
per annum	pa	radio telephone	ratel
period (full stop)	pd	radioactive	radA
periodic intelligence report	perintrep	radiograph	radiog
personnel	pers	radiographer	radiog
pharmaceutical	pharm	railhead	rhd
photograph	photo	railway	rly
pilot	plt	ration	rat
pioneer	pnr	reallocate	realoc
platoon	pl	recapitulate	recap
point	pt	receipt	rec
portable	ptbl	receive	rec
position	posn	receive	rx
precedence	prec	reclassify	reclas
prepare	prep	recommend	recm
preventive medicine	pvntmed	reconnaissance	recon
primary	prim	reconnaissance (aircraft)	recce
priority	pri	recover	recov
proceed	proc	recreation	recr
program	prgm	recruit	rec
project	proj	recruiting	rec
projectile	proj	re-engage	reng
promote	prom	refer	ref
provide	prov	reference	ref
provisional	prov	regiment	regt
psychological operations	psyops	regular	reg
psychological warfare	psywar	regulate	reg
psychology	psych	rehabilitate	rehab
publication	pub	reinforce	rft
publish	pub	reinforcements	rft
quantity	qty	release	rel
radar	rdr	relief	rel
radio	rad	report	rept
radio operator	radop	represent	rep

Word	Shortened form	Word	Shortened form
request	req	strength	str
reserve	res	subject	subj
restricted	rstd	submarine	sub
rifleman	rfn	subordinate	subor
rocket	rkt	subscribe	subscr
round	rnd	substantive	subst
rounds per gun	rpg	substitute	subt
rounds per mortar	rpmor	superintendant	supt
runway	rwy	supply	sup
satellite	sat	support	spt
secretariat	sec	surface picture	surpic
secretary	sec	surveillance	survl
section	sect	survey	svy
security	sec	survival	surv
serial	ser	switchboard	swbd
service	svc	synchronise	sync
signal	sig	synchronous	sync
signal centre	sigcen	system	sys
signaller	sig	tactic	tac
signals intelligence	sigint	tactical control	tacon
simulate	sim	take-off	tkof
simulated casualty	simcas	tank	tk
situate	sit	target	tgt
situation	sit	technical	tech
situation report	sitrep	technical report	techrep
situation summary	sitsum	technician	tech
specify	spec	technologist	tech
squadron	sqn	telephone	tel
standard	std	telephone conversation	telecon
station	sta	temporary	temp
statistic	stat	tentacle	tcl
status	stat	terminal	tml
storeman	stm	theatre	thtr
strategic	strat	topographic	topo

Word	Shortened form	Word	Shortened form
topography	topo	velocity	vel
traffic	tfc	vertical replenishment	vertrep
trailer	tlr	veterinary	vet
trainee	tr	vicinity	vic
training	trg	video conference	vidcon
transmission	tran	visibility	vis
transmit	tx	visual	vis
transmit	xmit	volume	vol
transport	tpt	warning	wng
transporter	tptr	weapon	wpn
trigonometry	trig	weight	wt
troop	tp	wing	wg
unclassified	unclas	withdraw	wdr
underway replenishment	unrep	withdrawal	wdr
unknown	unk	work	wk
unless otherwise directed	unodir	workshop	wksp
vehicle	veh		

Table 20A.2: Shortened form to word

Shortened form	Word	Shortened form	Word
abbr	abbreviate	app	approach
abn	airborne	approx	approximate
accn	accommodation	appt	appoint, appointment
acct	account	appx	appendix
acft	aircraft	arfm	airframe
acint	acoustic intelligence	armd	armoured
ack	acknowledge	armt	armament
ac	acoustic	arty	artillery
adaval	advise availability	aslt	assault
adjt	adjutant	asst	assist, assistant
admin	administration	assy	assembly
admininst	administrative Instruction	async	asynchronous
adminord	administrative Order	atch	attach, attachment
admsg	advise by message	atk	attack
adrs	address	attn	attention
adv	advance	auth	authority, authorise
advt	advertise	authen	authenticate
aero	aeronautics, aeronautical	aux	auxiliary
agg	aggressor	aval	available
ahd	airhead	avmed	aviation medicine
aloc	allocate	avn	aviation
alt	altitude	az	azimuth
altn	alternate	bact	bacteria, bacteriological
amb	ambulance	bathy	bathythermograph
amdt	amendment	bcas	battle casualty
amen	amenity	bcst	broadcast
ammo	ammunition	bde	brigade
amn	airman	bdry	boundary
amp	amplify	bhd	beachhead
amph	amphibious	biv	bivouac
amphops	amphibious operations	bks	barracks
ampn	amplification	bn	battalion
apers	anti-personnel	br	branch

Shortened form	Word	Shortened form	Word
brg	bridge	conf	confer, conference
brh	bridgehead	const	construct
bty	battery	cont	continue
cal	calibre, calibrate	conv	convalesce
cam	camouflage	coop	cooperation
carr	carrier	coord	coordinate
cas	casualty	coy	company
casevac	casualty evacuation	cust	custody
caspro	casualty procedure	decon	decontaminate
cat	category	def	defence, defend, defensive
cav	cavalry	defic	deficient
cdo	commando	deg	degree
cdt	cadet	del	deliver
cert	certify	demo	demonstrate
cfm	confirm	dep	depart, departure
chan	channel	depd	dependant
chap	chapter	dept	department
chem	chemical	dest	destination, destroy
civ	civilian	det	detach, detachment
civdef	civil defence	dieso	diesel fuel
ckt	circuit	dir	direct
clas	classification	dirlauth	direct liaison authorised
cmm	comma	disch	discharge
cntgcy	contingency	dist	district
colm	column	distr	distribute
comd	command, commander	div	division
comdt	commandant	dml	demolition
comint	communications intelligence	dn	direction
comm	communicate	docu	document
commcen	communications centre	dvr	driver
complan	communications plan	ech	echelon
comsec	communications security	ed	education
con	control	edn	edition
conc	concentrate	eff	effect

Shortened form	Word	Shortened form	Word
effcy	efficiency	forac	for action
elec	electric, electronic	freq	frequency
elint	electronic intelligence	ftr	fighter
elm	element	fus	fuselage
elsec	electronic security	fwd	forward
emb	embark	gd	guard
emcon	emission control	gen	general
empl	emplacement	gnd	ground
empln	emplane	gnr	gunner
emsec	emission security	govt	government
en	enemy	gp	group
encl	enclose	har	harbour
eng	engine	hdg	heading
engr	engineer	helo	helicopter
equip	equipment	hosp	hospital
equiv	equivalent	how	howitzer
est	estimate	hum	human
estb	establish	humint	human intelligence
evac	evacuate	hy	heavy
eval	evaluate	hyg	hygiene
ex	exercise	ident	identification, identity, identify
exch	exchange	illum	illumination
excl	exclude	im	image
exdir	exercise director	imint	imagery intelligence
ext	extend, exterior, external	incl	include
facy	facility	indep	independent
fam	familiar	inf	infantry
fd	field	info	inform, information, for the information of
fech	fighting echelon	inoc	inoculate
fig	figure	inop	inoperative
flt	flight	insp	inspect, inspector
fmn	formation	inst	instrument
fol	follow	instl	install

Shortened form	Word	Shortened form	Word
instr	instruct, instructor	memo	memorandum
int	intelligence	met	meteorology
intercom	intercommunication	mic	microphone
intrep	intelligence report	mil	military
intro	introduce	min	minimum
intsum	intelligence summary	misc	miscellaneous
iss	issue	misl	missile
junc	junction	mk	mark
kero	kerosene	mob	mobilise
lab	laboratory	mod	modify
lab	labour	mor	mortar
lang	language	mov	move, movement
lat	latitude	movcon	movement control
ldr	leader	movcoord	movements coordination
ldy	laundry	msg	message
llz	localiser	msn	mission
loc	locate, locality	mstg	mustering
log	logistic	mtd	mounted
long	longitude	nav	navigate
lt	light	navaid	navigation aid
ltr	letter	nec	necessary
lub	lubricant, lubricate	neg	negative
mag	magazine	ni	night
mag	magnetic	nm	nautical mile
maint	maintain	no	number
marord	maritime Order	nomen	nomenclature
max	maximum	nuc	nuclear
maxord	maximum ordinate	obj	object
mdm	medium	obs	obstacle
mech	mechanic	obsn	observation
med	medical, medicine	offr	officer
medasst	medical assistant	op	operate, operation
meddoc	medical document	opcomd	operational command
medevac	medical evacuation	opcon	operational control

Shortened form	Word	Shortened form	Word
opdem	operational demand	prim	primary
opeval	operational evaluation	proc	proceed
opinst	operational Instruction	proj	project, projectile
oplan	operations plan	prom	promote
opord	operation Order	prov	provide, provisional
opreq	operational requirement	psych	psychology
opsec	operations security	psyops	psychological operations
opstat	operational status	psywar	psychological warfare
orbat	order of battle	pt	point
ord	order, ordnance	ptbl	portable
org	organise	ptl	patrol
oxy	oxygen	pub	publish, publication
pa	per annum	pvntmed	preventive medicine
pam	pamphlet	qty	quantity
para	paragraph	rad	radio
paren	parenthesis	radA	radioactive
path	pathology	radiog	radiograph, radiographer
pax	passenger	radop	radio operator
pd	period (full stop)	rat	ration
pde	parade	ratel	radio telephone
perintrep	periodic intelligence report	ratg	radio telegraphy
pers	personnel	rdr	radar
pharm	pharmaceutical	realoc	reallocate
photo	photograph	rec	receipt, receive
pk	park	rec	recruit, recruiting
pl	platoon	recap	recapitulate
plt	pilot	recce	reconnaissance (aircraft)
pnr	pioneer	reclas	reclassify
posn	position	recm	recommend
prcht	parachute	recon	reconnaissance
prec	precedence	recov	recover
prep	prepare	recr	recreation
prgm	program	ref	refer, reference
pri	priority	reg	regular, regulate

Shortened form	Word	Shortened form	Word
regt	regiment	sqn	squadron
rehab	rehabilitate	sta	station
rel	release, relief	stat	statistic, status
reng	re-engage	std	standard
rep	represent	stm	storeman
rept	report	str	strength
req	request	strat	strategic
res	reserve	sub	submarine
rfn	rifleman	subj	subject
rft	reinforce, reinforcements	subor	subordinate
rhd	railhead	subscr	subscribe
rkt	rocket	subst	substantive
rly	railway	subt	substitute
rnd	round	sup	supply
rpg	rounds per gun	supt	superintendant
rpmor	rounds per mortar	surpic	surface picture
rstd	restricted	surv	survival
rwy	runway	survl	surveillance
rx	receive	svc	service
sat	satellite	svy	survey
sec	secretary, secretariat, security	swbd	switchboard
sect	section	sync	synchronise
ser	serial	sync	synchronous
sig	signal, signaller	sys	system
sigcen	signal centre	tac	tactic
sigint	signals intelligence	tacon	tactical control
sim	simulate	tcl	tentacle
simcas	simulated casualty	tech	technical, technician, technologist
sit	situate, situation	techrep	technical report
sitrep	situation report	tel	telephone
sitsum	situation summary	telecon	telephone conversation
spec	specify	temp	temporary
spt	support	tfc	traffic

Shortened form	Word	Shortened form	Word
tgt	target	vel	velocity
thtr	theatre	vertrep	vertical replenishment
tk	tank	vet	veterinary
tkof	take-off	vic	vicinity, in the vicinity of
tlr	trailer	vidcon	video conference
tml	terminal	vis	visibility, visual
topo	topographic, topography	vol	volume
tp	troop	wdr	withdraw, withdrawal
tpt	transport	wg	wing
tptr	transporter	wk	work
tr	trainee	wksp	workshop
tran	transmission	wng	warning
trg	training	wpn	weapon
trig	trigonometry	wt	weight
tx	transmit	xmit	transmit
unclas	unclassified	xmt	exempt
unk	unknown	xpd	expedite
unodir	unless otherwise directed	xrd	cross road
unrep	underway replenishment	xtal	crystal
veh	vehicle		

SUBJECTS OR TITLES OF OPERATION ORDERS' ANNEXES

1. The annexes of operation Orders have the set subjects or titles listed here. Only those annexes required for the operation are to be used in an Order. The alphabetic references (letter descriptors) given here are to retained regardless of the sequence in which an annex appears in the text. This means that annexes might not follow an alpahabetically ordered sequence in the text of an operation Order and that gaps in the sequence of alphabetic references can occur.

Annexes:

A. Intelligence Support Plan
B. Task Organisation
C. Concept of operations
D. Administration Order
E. Special operations
F. Joint effects, targeting and offensive support
G. Intelligence, surveillance and reconnaissance
H. Air component and air space coordination and control
I. Shaping and information operations
J. Spare
K. Commander's critical information request
L. Control measures and boundaries
M. Area of interest
N. Timings
O. Locations
P. Spare
Q. Legal
R. Rules of engagement
S. Detention policy
T. Risk assessment
U. Key coalition, other government agencies and non-government organisations coordinating arrangements and policy
V. Meteorological and oceanographic services
W. Geospatial information and services
X. Command and control structure
Y. Communications and information systems concept
Z. Spare
AA. Psychological operations
BB Public affairs
CC. Electronic warfare
DD. Chemical, biological, radiological and nuclear
EE. Civil–military cooperation
FF. Reconstruction
GG. Finance
HH. Operational analysis
II. Deception
JJ. TCN (third country national) force elements and caveats
KK. Spare

CHAPTER 21

DOCTRINE WRITING

21.1 Joint doctrine is developed in the context of contemporary and emerging factors that influence the way Australia intends to use military force. Among these factors are the impact of political, economic, social and climate change, especially the impact of new technology and the likely application of technology to the future conduct of operations.

21.2 Joint doctrine is developed by staff across Defence. Therefore, a defined process for development is required to ensure joint doctrine is developed to a common Defence standard for form and content.

21.3 Detailed informationon the requirements and conventions that apply to writing joint doctrine is in the Joint Doctrine Development Procedures. While there might be particular variations in layout and style, the general writing conventions detailed in this ADF Writing Manual apply. Emphasis is placed on presentation, readability and portability.

CHAPTER 22

ACADEMIC WRITING

22.1 In the context of this manual, academic writing is a writing style used by individuals who participate in higher education courses as part of their employment or who write for academic journals and publications. It is used to advance the learning of the reader or writer, or both. Such a style is used at Defence staff colleges and study centres and when writing for journals. The products of academic writing are essays, dissertations, theses, reports, precis, reviews and articles.

22.2 This chapter provides guidance for individuals engaged in academic study or writing for scholarly publications. Note, however, that higher education institutions and professional bodies differ in relation to the presentation formats they require. Writing for academic institutions and scholarly publications outside Defence should conform to their prescribed writing guidelines and policies. Information about this can be obtained from the relevant internet sites or by contacting academic supervisors, journal editors, and so on.

22.3 The writing conventions described in Chapters 1 to 6 of this manual apply to academic writing. As a result, this chapter focuses on a defining characteristic of academic writing—academic integrity—and on providing guidance about making academic writing effective. It ends with guidance specific to essays, which are compositions on a particular subject or aspect of a subject that Defence staff colleges and other learning institutions use for personal development and the assessment of learning.

22.4 General and specific guidance about academic writing is provided in the references listed in the sample bibliography in 22.37.

ACADEMIC INTEGRITY

22.5 Academic writing involves using the work of others and the author's own thoughts to create new knowledge and understanding. The intellectual effort and contribution of others must be acknowledged: failure to do so damages the reputation of both the writer and the institution they work with. Furthermore, when academic writing is used for assessing learning, that assessment suffers if the work is not the writer's.

Plagiarism

22.6 Plagiarism is the deliberate copying of the work and ideas of others without attribution. It is both a dishonest and lazy practice and a very serious academic offence that can lead to the rejection of written work and other consequences.

22.7 Academic institutions have anti-plagiarism policies and processes that allow submitted work to be tested for authenticity. Students should be familiar with the policy applying in their institution.

22.8 Some simple steps can be taken to avoid plagiarism:

a. State the source whenever paraphrasing or quoting words or a written passage in a document.

b. If using another person's idea or argument, identify it clearly.

c. Use quotation marks when repeating the words of another person and follow the rules for citation, references and bibliographies described in 22.20–22.42.

Collusion

22.9 Collusion occurs when individuals work together and present similar work. It is not the same as collaboration or cooperation. Collusion is fraudulent and hidden, whereas collaboration and cooperation (for example, in research and the provision of editing support) should be approved by academic supervisors and clearly identified when attributing work.

Falsification of results

22.10 Falsification of research findings is cheating. It is also dangerous because others might subsequently rely on or refer to the falsified material. It militates against academic advancement and could render research work and higher degree qualifications invalid.

EFFECTIVENESS

22.11 Effective academic writing is the consequence of applying the rules common to all basic writing:

a. Choose and maintain a suitable structural design.

b. Present ideas sequentially, so that one leads naturally to the next.

c. Write in plain English. Do not use a long word when a short one will do, and do not use two or more when one will suffice. Use common words unless a special meaning or special precision is required.

d. Write in clear sentences and arrange them in paragraphs that follow the structural design. Provide linking words and phrases where helpful. Establish a stylistic rhythm, striking a balance between long and short sentences.

e. Be direct and positive. Use definite, specific, concrete language, and do not hide ideas under an overabundance of words.

f. Use the first person sparingly to provide clarity. This is likely to be the case when distinguishing a personal view from the views of others being cited or analysed.

g. Pay special attention to the introduction and conclusion of a text and to the beginnings and ends of its parts and sentences.

22.12 **Technical language.** Each academic discipline and professional field has its own technical words and terms. Although mastering such language can be a challenge, doing so is an important element of academic study and a key to communicating with professionals in their specific field. Using the correct technical words in academic writing also helps the writer gain confidence and peer acceptance.

22.13 To find the meanings of technical words use a general or specialised dictionary. Use technical words in context and explain them when necessary. Avoid them when they are not needed for specific meanings.

Research and writing

22.14 Research can be defined as the quest for knowledge, data or truth about particular physical phenomena, events, human activities and ways of thinking. It involves questioning, investigating and reviewing—all aimed at the discovery of new facts, concepts or knowledge.

22.15 Research can be iterative, requiring repeated steps as a hypothesis is refined. It can also be characterised as ‘parallel’, when different pathways of inquiry are exposed and explored. These possibilities can be reflected in the plans for researching and writing an academic text.

22.16 Adopt the following sequence of phases and processes when researching and writing a text, remembering that some of them can be done concurrently:

a. **Prepare.** Define the research topic or the question to be answered. Sometimes the topic will be set, as in a university assignment; sometimes it will be the writer’s choice. The topic establishes the tone and boundaries of the task, and it warrants careful forethought. Be specific when defining a topic or question.

b. **Gather information.** Identify relevant and accessible literature, including statistics, academic articles and internet sites. At this stage, start to keep a record of the material being used so that notes, references and the bibliography are robust and inadvertent plagiarism is avoided. Establish a system for that record, either electronic or hard copy.

Design and use efficient ways of gathering and recording data and information about the topic being researched or the question being answered. This might involve experimentation, collaboration with colleagues, and literature searches of published material freely available in libraries and on intranets or the internet and of printed material in publishers' databases made available through licence. Good planning will obviate inconvenience and unnecessary work later. Consultation with experts and academic supervisors is appropriate during this phase.

c. **Analyse.** Critically analyse the information and the data gathered. Assess and verify the reliability and pertinence of the source material chosen (see 22.18). Consider the alternative perspectives of other researchers and experts in the field.

d. **Attend to structure.** Develop a logical and structured argument using the material analysed. This involves preparing the structure of the finished work and then revising it, adding or removing material to achieve an outline plan of paragraph order and content. Pay particular attention to the document's introduction, and continually review content against the essay's aim. Maintain a disciplined focus on the topic being presented or the question being answered.

e. **Draft.** Produce a first draft and read it objectively. If permitted, have someone else read and comment on the work at the macro level, focusing on the aim and structure.

f. **Review and revise.** The greater the number of drafts carefully produced, the greater the likelihood of communicating clearly and persuasively. If permitted, have other people read and comment on the work at the micro level, providing feedback on both content and presentation.

g. **Deliver on time.** Provide a structured piece of work with suitably documented supporting research and appropriate notes and references when required.

22.17 **Sources.** Research identifies useful sources of information, which can be characterised as either primary or secondary:

a. **Primary sources.** These are first-hand accounts, such as historical documents (letters and speeches); eyewitness reports; works of literature; reports of experiments or surveys conducted by the writer; and material gained from interviews, experiments, observations and correspondence. For example, in an essay on early 19th century maritime discovery one might quote Matthew Flinders' words about his voyages directly from his work *A Voyage to Terra Australis*. This book would be considered a primary source.

b. **Secondary sources.** These report and analyse information drawn from other sources (often primary ones). They can contain helpful summaries and interpretations that direct, support and extend the writer's thinking. For example, in the essay on early 19th century maritime discovery, the text of a second author who is writing about Matthew Flinders and who draws on *A Voyage to Terra Australis* might be cited. The second author becomes a secondary source.

Primary sources are more authoritative for basic information and ideas; secondary sources can be more useful for providing perspectives on such material.

22.18 Sources should be critically evaluated for reliability and the material gained from them examined for suitability before it is included in academic writing. The following are some techniques for critical evaluation:

a. assessing the author with regard to their

(1) qualifications and credentials

(2) affiliations (could any of the affiliations influence credibility or suggest bias?)

(3) research (are they relying primarily on primary or secondary sources?)

b. identifying any peer review of the material

c. noting the quality of bibliography produced and references to its content

d. considering the objectivity and accuracy of the source and noting any generalisations

e. gauging the currency of the information contained in the source and the existence of more contemporary sources

f. appraising the suitability of the source for the intended readership of the completed work.

22.19 **Paraphrasing.** Restatement of the sense of a text or passage to make it clearer is called 'paraphrasing'. It is commonly used in academic writing to discuss the work of others. Paraphrasing can involve producing a precis of or amplifying the passage. To avoid plagiarism, cite the source of the paraphrased material.

References, citing and bibliographies

22.20 A reference in a document is a direction to a related source of material. Using such material to support, prove or confirm by quoting or referring to it, is called 'citing'. When source material is cited, the reference is listed in a reference list or bibliography so that it can be easily followed up. See 6.72–6.106 for guidance on references, citing and bibliographies.

22.21 Acknowledgment of sources is important for four main reasons:

a. It provides a basis for establishing the veracity of the work.

b. It provides an indication of the nature and depth of research carried out in preparing the work.

c. It helps others identify sources relevant to their own work.

d. It recognises the work done by those cited.

22.22 **References to source material.** Information about the documents, meetings, events, emails and telephone conversations referred to in a text should be provided to enable readers to develop their understanding or to check the accuracy of content, or both. Providing references also protects authors from difficulties with copyright and claims of plagiarism.

22.23 References should identify source material systematically and in sufficient detail for a reader to locate that material. If there is only one related document, describe it in the text; if there is more than one document, use a bibliography or a list of references.

22.24 **Citing.** Several citation and referencing systems are used in academic works, and the one to use will be prescribed by the institution, department or faculty the author is writing is for. The systems can be classified into two types:

a. **Author–date, or Harvard.** This is the type used in Defence. References citing the author and publication date and sometimes the page number (preceded by a comma) are placed in parentheses in the text. The bibliography or reference list provides the details that will allow the reference to be found. Only include additional details such as page numbers and authors' initials when necessary to avoid confusion (see 22.25).

b. **Numerical and noting systems.** These systems align numbering in the text to detailed citation information in footnotes or endnotes. Examples of such systems are the Oxford and Vancouver systems.

Once a system has been selected, it should be used consistently in a document.

22.25 **Author–date, or Harvard.** This system uses references for three different types of source material:

a. **Textual references to published works.** The following examples each have acceptable text threads:

… (Churchill et al 2005).

Churchill et al (2005) suggested that ...

… (Pike 1989, vol 1, pp 69–99).

… Fitzpatrick (2006b) disagreed with ... (Here the ‘b’ after the date means that two acknowledgments for this author dated 2006 are cited in the bibliography or reference list; the first, alphabetically by title, is marked ‘2006a’.)

… (Smith 1997a, p 117; Mason 1997, p 220).

b. **Textual references to unpublished works.** If the cited work is unpublished (for example, lecture notes) or in press (for example, a paper in the process of being published) it can be acknowledged using the following types of constructions:

... (Lewis, unpub).

Lewis (unpub) suggests that air power is essential in ...

... (Steinbach, in press).

... which disagrees with Steinbach (in press), who points out ...

c. **Textual references to the media.** When citing references to the media—such as newspapers and television—provide dates to enable precise location. If an abbreviated form of date is used, express the year in full if ambiguities across centuries might arise—for example:

… (Bulletin, 16 Nov 05, editorial) ...

… (Foreign Correspondent, ABC Television, 19 May 08).

… (Sydney Morning Herald, 17 Oct 1906, p 12).

22.26 For a reference list or bibliography using the author–date system, the details required for published works are, in order:

a. name of author(s), editor(s) or institution

b. year of publication

c. title of publication and any subtitle, italicised

d. series title and individual volume, if any

e. edition (if other than the first)

f. publisher

g. place of publication

h. page number(s) if applicable.

For example:

Swales, JM & Feak, CB 1994, *Academic Writing for Graduate Students—essential tasks and skills*, 2nd edn, University of Michigan, Ann Arbor, MI.

22.27 The details required for electronic sources are, in order:

a. name of author(s), editor(s) or institution

b. year of publication or website creation—where no date is available the notation ‘nd’ may be used

c. title of document or page

d. edition (if other than the first)

e. type of medium (if necessary)

f. name and place of the publisher, sponsor or host

g. date viewed

h. webpage or website address or name of database.

For example:

> Victoria University 2005, *A Guide to Referencing Sources Used in Assignments*, VU Library, viewed 21 April 2005, <http://w2.vu.edu.au/library/infolink>.

22.28 **The Oxford numerical and noting system.** Used outside Defence, this system applies a sequential number to each citation in the order it appears in the text. Present numerals either in parentheses or superscript—for example, 'These task and skills are explained by Swales and Feak (1).'

Include the full details of the source in footnotes at the bottom of the page or in endnotes at the end of the chapter or document. The footnote and endnotes provide the same information as is provided for the author–date system but in a different order:

a. name of author(s), editor(s) or institution

b. publication title in italics

c. series and edition information if necessary, publisher, place of publication, date of publication

d. page number or numbers if appropriate.

For example:

> (1) JM Swales & CB Feak, *Academic Writing for Graduate Students—essential tasks and skills*, 2nd edn, University of Michigan Press, Ann Arbor, MI, 1994, p 167.

Abbreviations can be used for subsequent citations of the same source.

22.29 When using the Oxford system, compile reference lists and bibliographies at the end of the text in alphabetical order by surname.

22.30 **The Vancouver numerical and noting system.** Also used outside Defence, this system is similar to the Oxford but with three differences. First, each numeral refers to a single reference source, so several superscript numerals can appear together at one point in the text. Second, the citation numerals are not linked to the footnotes but are instead linked to the sources listed in numerical order in a consolidated reference list at the end of the document. Third, the reference list is usually restricted to citations and does not include explanatory notes.

22.31 In the Vancouver system, the reference list uses the following elements to describe a book:

a. name of author(s)

b. title (not in italics)

c. series or volume if applicable

d. place of publication

e. publisher

f. year

g. page number(s) if applicable.

For example:

> 1. Snooks & Co (rev), Style Manual for Authors, Editors and Printers, 6th edn, Brisbane: John Wylie & Sons Australia Ltd, 2002, pp 215–19.

22.32 **Quoting exact words.** Appropriate quoting of a speaker's or writer's exact words adds authenticity and authority to a text. Quoted matter should be reproduced exactly as it was first presented, even if it contains errors. Errors should be followed by the word 'sic' in square brackets to show that the writer is aware of and not responsible for the error. Use single quotation marks to identify relatively brief quotations unless the quotation is within another quotation, when double quotation marks are used. (See 4.69–4.77 for details and examples.)

22.33 Quotations that are longer than about 30 words are usually indented from the text margins by 10 millimetres (or 15 millimetres if that text is at the left margin) and set in italics and a smaller font. Quotation marks are not needed because the formatting makes the quoted material distinguishable. Present the source of the quote without italics one clear line beneath the quotation, aligned to the right:

> *A prince or general can best demonstrate his genius by managing a campaign exactly to suit his objectives and his resources, doing neither too much nor too little.*
>
> Major General Carl von Clausewitz

22.34 **Citing articles and chapters.** Use single quotation marks to cite the title of an article, an essay or a chapter in a publication. Apart from an initial capital for the first letter, capitalise only proper nouns and adjectives that are derived from proper nouns. If citing a chapter, use commas to separate the word 'chapter' and its number from the chapter title—for example:

> … see Chapter 1, 'Introduction,' …

22.35 **Citing interviews and discussions.** Text referring to interviews and discussions with an expert or some other person should include the name of the person and when the contact took place. There is no set form for presenting this information, but it should be in a style and tone that complements the main text.

22.36 **Bibliographies.** A bibliography enables readers to do further research or to trace or check the facts presented in a range of documents, including academic writing. It consists of a list of material under the heading 'Bibliography' and is placed after the main text of the document.

22.37 **Layout of a bibliography.** Under the heading 'Bibliography' present the entries alphabetically by author, beginning at the left-hand margin. Left-align the text and leave a clear line between entries, as shown in this example of a bibliography in the author–date style:

Bibliography

Canadian Mennonite University 2004, *Guidelines for Academic Writing at Canadian Mennonite University*, Student Handbook 2004–05, viewed 11 April 2005, <http://www.cmu.ca/library>.

Monash University n.d., *Academic Policies*, Monash University Secretariat, viewed 26 April 2005, <http:www.adm.monash.edu.au/unisec>.

Snooks, & Co (rev), 2005, *Style Manual for Authors, Editors and Printers*, 6th edn, John Wylie & Sons Australia Ltd, Brisbane.

Swales, JM & Feak, CB 1994, *Academic Writing for Graduate Students—essential tasks and skills*, 2nd edn, University of Michigan Press, Ann Arbor, MI.

Turabian, KL 1996, *A Manual for Writers of Term Papers, Theses, and Dissertations*, 6th edn, rev John Grossman & Alice Bennetts, University of Chicago Press, Chicago.

University of Canberra 2004, *Researching for Your Assignment*, UC Library, viewed 27 April 2005, <http:www.canberra.edu.au/library>.

Victoria University 2005, *A Guide to Referencing Sources Used in Assignments*, VU Library, viewed 21 April 2005, http://w2.vu.edu.au/library/infolink.

22.38 If the work is a compilation, such as a set of papers presented at a conference, use the editor's surname and initials followed by 'ed' in brackets (or 'eds' if there is more than one editor). In some cases the organisation from which the work has emanated is considered as the author body; government publications are an example.

22.39 **Format of bibliography entries.** Apart from not having references to specific pages, the format of bibliographic entries is the same as that for references. (Note that both formats use commas to separate the elements of each entry.)

22.40 If an entry in a bibliography is an article from a work containing several articles by different authors, list both the title of the article and the name of the work, together with the page numbers of the article. The names of the authors should be separated by an ampersand (&) if there are two and by commas and an ampersand before the name of the final author if there are more than two.

22.41 Material from lectures and theses and papers from conferences, seminars and meetings can be listed in a bibliography as unpublished material. Cite such material without quotation marks and without italics. The entry should provide sufficient detail to allow the reader to locate the document if required—for example:

> Herman, JB 1994, Towards Regional Cooperation—Australia and Cooperative Research and Development Programs, Paper presented to Course 47, RAAF Command and Staff College, Canberra.
>
> Jawhar, M 1992, The Making of a New Southeast Asia, Paper presented at the inaugural Asia–Pacific Defence Conference, Singapore, 3–5 February.

22.42 In addition to printed documents, a bibliography can also list sources of electronic material found on the internet. Be aware that internet addresses and the information gathered from internet sites tend to be dynamic. To preserve an audit trail, such information should be printed and retained as hard copy.

ESSAYS

22.43 Essays are compositions that present ideas, claims or arguments relating to a particular subject or aspect of a subject. Their emphasis is on originality, logical thinking and the organisation of material into a balanced and cohesive argument. Essays, especially in examinations, offer an important means of assessing a student's academic progress.

22.44 Essays are relatively short and often have a word limit. Their basic structure incorporates an introduction, the body, and a conclusion.

22.45 **Introduction.** The introduction provides background, states the central idea in some form (for example, an aim), defines any scope, and sets the tone for the work. It might also provide a broad outline of the essay's structure, since this helps readers to understand the work. Do not, however, simply cut and paste text from the essay's main body. The introduction should be 10 to 15 per cent of the essay's length.

22.46 **Body.** The body of an essay presents the reader with the facts, opinions and analysis that support the central idea. Structure this material to facilitate understanding by presenting the points needed to draw the desired conclusion in a clearly reasoned sequence. If the presentation style allows, use headings to help guide the reader. Source material can be used to support the writer's own knowledge, experience and analysis. The body should be 75 to 80 per cent of the essay's length.

22.47 **Conclusion.** The conclusion is a brief and comprehensive statement of the meaning conveyed in the essay's body. It might be preceded by, or begin with, a summary of the essay's important points. It should not contain new material. A reader should be able to read the introduction and conclusion of an essay and understand what the writer wants to communicate and why without having to read the body. The conclusion should be about 10 per cent of the essay's length.

Essay writing advice

22.48 The following hints will help with effective essay writing:

a. Plan the writing process, allowing time for reviewing, redrafting and proofreading.

b. Follow the rules of the assignment. Focus on the set subject and abide by any word limit.

c. Check facts and references.

d. Decide on a logical structure before starting to write, and be prepared to amend it later.

e. Allow a significant time break before proofreading. Proofread slowly to avoid missing errors. Reading aloud helps.

f. If permissible, have someone else read the essay and offer suggestions for improvement.

CHAPTER 23

EDITING

23.1 Editing is an essential task performed by or on behalf of an author. It offers an opportunity to correct inaccuracies and inconsistencies, and ensures that the document will meet readers' needs.

23.2 This chapter provides guidance on editorial input, whether it be substantive editing, copy editing, proofreading or checking a document's accuracy.

Responsibilities

23.3 **Sponsor.** The sponsor is responsible for the accuracy and presentation of a document, particularly a published document reflecting the Defence image. Sponsors are therefore responsible for 'authoring'—a term used to describe the management processes associated with the creation, validation and ongoing maintenance of a document's information content (text, graphics and structure).

23.4 **Author.** Individuals asked to write a document are often chosen because they are subject matter experts and not necessarily because they are skilled writers. They are required to follow Defence and Commonwealth guidelines for language, style and presentation in order to conform to accepted standards.

Levels of editing

23.5 There are three levels of editing, each of which is relevant at different stages of the publication process:

a. Substantive (structural) editing involves assessing the document's content, structure, language and presentation and intervening to redress any shortcomings.

b. Copy editing focuses on accuracy and consistency—in vocabulary, grammar, spelling, punctuation, style and layout—as well as the accuracy of hyperlinks in documents intended for electronic publishing.

c. Proofreading involves final checking to ensure that the document is ready to be published.

23.6 A comprehensive edit, which involves all three levels of editing, should result in a high-quality publication—for example, an annual report for tabling in parliament.

23.7 Editing can be done on a printed copy of the document, electronically by using the editing function of the software in which the document has been produced (for example, track changes in Microsoft Word) or by using a PDF editor.

Editing a printed copy

23.8 In substantive editing on a printed copy, annotations are made using symbols to indicate the required corrections. The same symbols are used for copy editing and proofreading but their placement differs. See Annex 23A.

23.9 At the copy editing stage, the printed copy should be in double-spaced format for ease of marking corrections. The changes are usually written above the line of text and the symbols indicating the changes are placed in the margin beside that line of text. See Annex 23B.

23.10 At the proofreading stage the document is in final page layout and there is limited space for marking the required corrections. The corrections and symbols should be placed in the margin beside the line of text.

23.11 If there is more than one annotation on a line, both margins can be used.

23.12 Corrections to punctuation marks can be difficult to see: they should be circled.

23.13 **Multiple editors or reviewers.** When more than one person is to edit or review a document, consider whether this is best carried out successively or concurrently. Successive input avoids duplication and allows new input to build on the previous work, but it does take longer.

23.14 Correction marks and comments should be made in a contrasting colour, such as blue on black text, so they are readily seen.

23.15 Each contributor should make their annotations in a different colour. This allows ready identification of who is proposing the changes and facilitates the clearance and decision process.

Editing on screen

23.16 Most word processing and publishing software has an editing function (for example, track changes in Microsoft Word) that enables corrections to be made on a draft and subsequently accepted or rejected. The software generally has provision for adding comments and suggestions aimed at improving the work.

Editing tools

23.17 **Style sheet.** A detailed style sheet that is based on departmental style but is specific to a document can be used to record editorial decisions—about, for example, capitalisation, hyphenation, shortened forms, and the spelling of unusual words and names. See Annex 23C.

23.18 Use of a style sheet helps with maintaining consistency—particularly within a large document or when more than one editor or reviewer is involved—and ensures accuracy in citing names, organisations, Operations, and so on. The style sheet is also useful at a later stage if the publication is part of a series.

23.19 An alternative use for a style sheet arises when reviewing a number of similar documents, such as essays at a teaching institution.

23.20 **Editing checklist—general considerations.** The following list, which is not in order of importance, is indicative only: each document presents its own particular challenges.

a. **Effective writing.** Check that the flow of the argument is logical and that the level of language and the terminology are suited to the readership. Correct errors of grammar, spelling, punctuation and word presentation.

b. **Hyperlinks.** Ensure that links accurately identify their destination and that they function.

c. **Document formats.** Will the published document be delivered electronically or in printed form, or a combination of both? Considerations include subject matter and readership; accessibility requirements; costs associated with production, distribution and storage; and the frequency with which the publication might be amended. See Chapter 6.

d. **Page set-up.** This includes headers and footers (see 6.9). If a publication is subject to further editions, details of the current edition and amendment number should be reflected in the footer—for example, Edition 2, AL 3. In the event that a page is printed independently, the footer details and the title in the header will readily identify the publication.

e. **Structure.** This includes paragraphs and cross-references. If paragraphs are numbered, check that the numbering is sequential. Cross-references should also be checked, particularly if additions or deletions in the text have resulted in changes to paragraph numbering.

f. **Titles and headings.** These are signposts for readers. Confirm that their wording clearly describes the ensuing text.

g. **Quoted matter.** Check that it has been reproduced exactly as it was in the original. See 6.94.

h. **Images, figures and tables.** Titles should be succinct, should clearly describe the content, and must have corresponding alternative text ('alt text') in accordance with the Web Content Accessibility Guidelines 2.0.

i. **References, citations and bibliographies.** Check for consistent presentation throughout the publication and cross-check if there are references to other parts of the publication or to external sites.

j. **Footnotes and endnotes.** These can be included in a publication intended for print only. They are largely irrelevant in a publication that is to be delivered electronically: it will normally contain hyperlinks. See 6.125–6.134.

k. **Supplementary documents.** These include annexes and appendixes. Check that if an annex or appendix to its reference is referred to in the text it does in fact appear in the document. See 6.147–6.165.

l. **Index.** Check for content, order, capitalisation, spelling, punctuation and layout.

Editing checklist: web accessibility considerations

23.21 Defence's obligation to meet the Web Content Accessibility Guidelines (WCAG 2.0) extends to all publications that are to be delivered electronically—for example, via the internet or intranet or on CD-ROM. See 24.56.

Annexes:

PROOFREADING MARKS AND SYMBOLS

Common proofreading marks

Instruction	*Textual mark*	*Margin mark*[1]
Correction is concluded	None	/
Insert in text the matter indicated in the margin	⟨	*New matter followed by* /
Delete	Strike through characters to be deleted	⁊
Delete and close up	Above and below letters to be taken out	⁊
Leave as printed	~~Under characters to remain~~	*stet*
Change to italic	Under characters to be altered	*ital*
Change to even small capitals	Under characters to be altered	*s.c.*
Change to capital letters	Under characters to be altered	*caps*
Use capital letters for initial letters and small capitals for rest of words	Under initial letters and under the rest of words	*c. & s.c.*
Change to bold type	Under characters to be altered	*bold*
Underline word or words	Under words affected	*underline*
Change to lower case	Strike through characters to be altered	*l.c.*
Change to roman type	Encircle characters to be altered	*rom.*
Wrong font. Replace by letter of correct font	Encircle characters to be altered	*w.f.*
Change damaged characters	Encircle character(s) to be altered	x
Substitute or insert character(s) under which the mark is placed in 'superior' position	/ through character or ⟨ where required	*under character* (e.g. 2)
Substitute or insert character(s) over which the mark is placed in 'inferior' position	/ through character or ⟨ where required	*over character* (e.g. x)
Use ligature (e.g. ffi) or diphthong (e.g. œ)	Enclosing letters to be altered	*Enclosing ligature or diphthong required*

1 Words printed in light italics in this column are instructions and not part of the marks.

Instruction	*Textual mark*	*Margin mark*[1]
Substitute separate letters for ligature or diphthong	Through ligatured letters or diphthong to be altered	*Write out separate letters followed by* /
Close up (delete space between characters)	lin king characters	‿
Insert space[2]	⁄	#
Insert space between lines or paragraphs	Between lines to be spaced	#
Reduce space between lines[2]	Connecting lines to be closed up	*less # close up*
Make space appear equal between words	Equal | between | words	*eq. #*
Reduce space between words[2]	Between | words	*less #*
Add space between letters[2]	Between tops of letters requiring space	*letter #*
Transpose	Between characters words or	*trs*
Place in centre of line	Indicate position [with]	*centre*
Indent one em	⊏	□ *or* 1
Indent two ems	⊏⊏	□□ *or* 2
Move matter to right	At left or right side of group to be moved	[
Move matter to left	At right or left side of group to be moved	]
Move matter to position indicated	[At limits of required position]	*move*
Move to next line or page	⊏	*take over*
Move to previous line or page	⊐	*take back*
Raise lines[2]	Over lines to be moved ↑ Under lines to be moved	*raise*
Lower lines[2]	Over lines to be moved Under lines to be moved ↓	*lower*
Correct the vertical alignment	|| At left or right of lines to be adjusted	||
Straighten lines	~~Through lines to be~~ adjusted	═══

1 Words printed in light italics in this column are instructions and not part of the marks.
2 Amount of space may be indicated.

Instruction	*Textual mark*	*Margin mark*
Begin a new paragraph	Before the first word of the new paragraph	*n. p.*
No fresh paragraph here	Between paragraphs	*run on*
Spell out abbreviation or numeral in full	Encircle words or numerals to be altered	*spell out*
Insert omitted portion of copy	Between the omitted	*out — see copy*
Substitute or insert comma	/ through character or where required	, /
Substitute or insert semicolon	/ through character or where required	; /
Substitute or insert full stop	/ through character or where required	⊙ /
Substitute or insert colon	/ through character or where required	⊙ /
Substitute or insert question mark	/ through character or where required	? /
Substitute or insert exclamation mark	/ through character or where required	! /
Insert parentheses	or	(/)/
Insert brackets	or	[/]/
Insert hyphen		/-/
Insert en rule		/en/
Insert 1-em rule		/em/
Insert 2-em rule		/2 ems/
Insert apostrophe		'
Insert single quotation marks		' '
Insert double quotation marks		" "
Insert ellipsis		... /
Insert forward slash		⊘
Refer to appropriate authority anything of doubtful accuracy	Encircle words etc., affected	⊙

MANUSCRIPT CORRECTIONS

Marked-up copy

l.c./ **Chinese (Overseas)**

Forms of address used among chinese living outside China are generally different from those employed in the People's Republic of China. Pronunciation and romanization vary according to the dialect: for example Tan and Chan are the same name in Hokien and Cantonese respectively.

Spelling frequently varies to conform with European orthography: e.g. Chong in Singapore and Hong Kong (British spelling) is rendered Tjong in Indonesia (Dutch spelling).

Chinese who have lived in Indon-China often adopt a Gallic spelling: for example Qui for Kee. The outdated English romanization system mentioned above is more commonly used by Mandarin speakers outside the People's Republic of China. The following points should be noted.

- Normally, English-speaking Chinese men are referred to by non-Chinese as Mr and unmarried women as Miss. Although women in the Peoples Republic of China do not change their family names on marriage, most Chinese women outside that country would accept being addressed by their husband's name preceded by Mrs and indeed would expect to be so addressed.
- Lim Yew Lee for example, should be addressed orally as 'Mr Lim', not 'Mr Lee'. In correspondence the three names should be used. Among close friends and family members he would usually be addressed on the familiar level as 'Yew Lee'.

Owing to Western influence, some overseas Chinese place their Family names last and signify the change by linking the personal names with a hyphen for example 'Mr Yew-Lee Lim'. Sometimes the personal names are abbreviated to initials for business pruposes for example 'Mr Y.L.Lim'.

When the Malaysian titles Dato or Tun are bestowed on Malaysian Chines the full Chinese name is used for example 'Tun Tan Seiw Sin', when first mentioned. Later 'Tun Tan' may be used.

caps/ s/ ital/ ital/ k/ # / spell out/ ital/ ital/ run on/ ital/ ital/ s/ a/ n.p./ :/ trs/ ital/ ital/ (/ ital/)/ take over/ bullet/ l.c./ l.c./ less # :/ trs/ :/ # / bullet/ ital/ ital/ e/ :/ trs/ ,/

The corrected proof

Chinese (overseas)

Forms of address used among Chinese living outside China are generally different from those employed in the People's Republic of China. Pronunciation and romanisation vary according to the dialect: for example *Tan* and *Chan* are the same name in Hokkien and Cantonese respectively.

Spelling frequently varies to conform with European orthography: for example *Chong* in Singapore and Hong Kong (British spelling) is rendered *Tjong* in Indonesia (Dutch spelling). Chinese who have lived in Indo-China often adopt a Gallic spelling: for example *Qui* for *Kee*. The outdated English romanisation system mentioned above is more commonly used by Mandarin speakers outside the People's Republic of China.

The following points should be noted:

- Normally, English-speaking Chinese men are referred to by non-Chinese as *Mr* and unmarried women as *Miss*. Although women in the People's Republic of China do not change their family names on marriage, most Chinese women outside that country would accept being addressed by their husband's name (preceded by *Mrs*), and indeed would expect to be so addressed.
- 'Lim Yew Lee', for example, should be addressed orally as 'Mr Lim', not 'Mr Lee'. In correspondence the three names should be used. Among close friends and family members he would usually be addressed on the familiar level as 'Yew Lee'.
- Owing to western influence, some overseas Chinese place their family names last and signify the change by linking the personal names with a hyphen: for example 'Mr Yew-Lee Lim'. Sometimes the personal names are abbreviated to initials for business purposes: for example 'Mr Y.L. Lim'.
- When the Malay titles *Dato* or *Tun* are bestowed on Malaysian Chinese, the full Chinese name is used: for example 'Tun Tan Siew Sin', when first mentioned. Later, 'Tun Tan' may be used.

Note: This passage is taken from Hyslop R 1991, *Dear You: a guide to forms of address*, AGPS Press, Canberra.

EXAMPLE OF AN EDITING STYLE SHEET

AB
airfield
Annex 5B
Appendix 5B1
Arabic (numerals)
Australian Defence Glossary in text but no italics in headings
Australian Government (adj)
Australian Standard 3759: 1990, Codes for the Representation of …
backup
bookshop
brief (n)

CD
Chapter 31, 'Social writing', …
Cabinet
Chief Information Officer Group (CIOG)
codeword
colour-code (v)
copy edit (n and v)
counterattack
cover sheet
decision making (n)
decision-making (adj)
Defence (department)
Defence Collective Agreement 2006–2009
Defence Gateway Administrator
Defence information environment
Defence Information Management Policy Instruction No 4/2005
Defence Instruction …10–6, 'Use of … Resources'
Defence Internet Gateway
Records Management Policy Manual
Defence Restricted Network (DRN)
Defence Security Manual in text but no italics in headings
DEFGRAM
despatch (n)
(the) DFMS
Directorate of Protocol and Visits
Directorate of Ministerial and Parliamentary Liaison Services
Document and Records Management (DRM)
dot-point (adj)
(text can be) double-spaced
dpi (dots per inch)

EFGH
endmatter
endnotes
Enterprise Resource Planning
et al
Figure X.X: [Title]
file name
first-level paragraph
flipchart
for example, …
front matter
government
Group
handout
handwrite, handwritten
hardcover
homepage
human interest story

IJKL
in-box
IN-CONFIDENCE (not en rule)
Information System Security Officer (ISSO)
Instructions
internet (Macq)
interrelationship
inter-Service
intranet (Macq)
keystroke
keyword
landline
layout
left-align (verb)
long service leave
lower-case (adj only)

MNOP
the *Macquarie* (short form)
the *Macquarie Dictionary*
malware
member of parliament
Mercury
ministers
the minister *but* the Minister Assisting the Minister for Defence, the Minister for Defence
Ministerial and Executive Support
minute
minute-taker
Navy (no 'the')
no (abbreviation of 'number')
noncommissioned officer
Orders
overuse
paper edge (not paper's edge)
parliament
Parliamentary Secretary to the Minister for Defence *but* the parliamentary secretaries
passing-out (adj)
peacetime
pie chart
place name
PMKeyS
PowerPoint
pre-printed

QRST
question on notice (Macq)
question time (Macq)
re-address
reader (singular for consistency—‘The reader will notice…’, not ‘Readers will notice…’)
record-keeping (adj)
records management system
redraft
re-format
regular (not ‘Roman’)
re-interview
reissue
re-order
reuse
right-align (verb)
Roman (numerals)
screen shot
SDSS
search-and-rescue operation
security-classified (pre- and post-positive)
Service Chief
set-up (n)
single-Service (adj)
speech writing/speech writer
spellchecker (noun, Macq)
stand-alone (adj)
Standard Operating Environment
subject indicator code
subheading
subparagraph
subpoint
submission
System of Defence Instructions
Table X.X: [Title]
time frame
time zone

UVWXYZ
Unit Security Officer (USO)
upper-case (adj only)
vCard
videotape
virtual business card
wartime
Washington DC (no commas round DC)
watermark
web
webmaster
webpage
website
while (not whilst)
whiteboard
whole-of-Defence
whole-of-government
word processing application

Miscellaneous
12-point type
10.30 am
12-hour system
24-hour system
s. 6 of the Act
ss. 6–11 of the Act
order of precedence: Navy, Army, Air Force

CHAPTER 24

PUBLICATIONS

24.1 No matter whether a publication is intended for print or electronic publishing, a range of management and production processes are associated with the creation, manipulation, formatting and presentation of the information it contains.

24.2 Defence is increasingly turning to electronic publishing as a cost-effective alternative to print and a means of rapidly updating and communicating information to all Defence personnel, including those in remote locations.

24.3 The majority of Defence publications are based on a print format in which hyperlinks are incorporated so as to create a publication that is deliverable via the intranet or internet, or on CD-ROM.

24.4 This chapter provides guidance on the layout and structuring of specific publications and the incorporation of hypertext links to enable the transition from a print-only publication to an electronic publication that is functional and user friendly. The same principles can be adopted for any publication—for example, DEFGRAMs, Instructions, directives and bulletins.

24.5 Among the other topics covered are copyright, internationally recognised numbering systems for identifying and cataloguing publications, and library deposit requirements.

STRUCTURING A PUBLICATION

24.6 There are three broad categories of Defence publications:

a. **High-profile.** These are primarily intended for internal use but are often provided to parliament, government agencies, the militaries of other nations or the public; examples are, books, reports and some manuals. They can contain executive, procedural and instructional information but are often designed and formatted in a graphic design studio, incorporate colour, and are produced according to a sponsor's direction—for example, the Defence annual report.

b. **Administrative.** These publications are for internal use and include DEFGRAMs and some departmental manuals—for example, Australian Defence Force Publications, Australian Defence Doctrine Publications and Australian Books of Reference.

c. **Administrative policy.** These documents are for internal use and are governed by the System of Defence Instructions (SoDI) framework. They are organised in three tiers according to authority and risk and include Defence Instructions (General), Defence single-Service Instructions, Defence Interim Instructions, and manuals. The SoDI framework is supported by a mandated business process outlined in the *System of Defence Instructions Manual*.

24.7 Authors and sponsors of publications should be aware of the requirement that all published documents—whether printed or electronic—convey a positive image of Defence. This means observing not only the guidelines in this manual and Commonwealth guidelines for style, design and writing but also the Web Content Accessibility Guidelines 2.0 (WCAG 2.0) and the accessibility guidelines recommended by Vision Australia.

24.8 Printed and electronic publications share the same basic principle: the reader must be able to understand the information provided by the work.

24.9 This can be achieved by effective writing and structuring—for example, by use of descriptive headings to guide readers, introductions that state the purpose and scope of the work, a table of contents, and figures and tables (see Chapter 2).

24.10 The Defence Publishing Service (DPS) is the primary contact for publishing matters and assists sponsors in meeting publishing standards. This includes supporting sponsors in negotiations with commercial printers and, early in the planning stage, providing advice on design and production.

24.11 DPS has expertise in all aspects of document preparation for print and electronic publishing, interactive publication development, and document management and delivery.

24.12 DPS staff check documents for style and consistency and manage the production of printed and electronic publications that adhere to Defence standards. Among other things, these standards deal with the layout, format and design of various departmental publications that are referred to in this manual.

24.13 Specialised publishing templates are used to produce specific publications—for example, DEFGRAMs, Defence Instructions (General), single-Service Instructions and Australian Defence Force Publications.

24.14 User-friendly templates that authors can use to produce a range of documents have also been developed; these feature 'smarts' that are not available in Defence corporate and single-Service templates. All templates have been produced in accordance with the specifications in this manual.

24.15 Further information and support are available from DPS; send an email to DPS Docpublishing.

Components of a publication

24.16 There are no fixed rules about the components of a publication and their order of appearance; these can vary according to the intent of the publication. There are, however, well-established conventions that are the basis of Defence publications and DPS templates.

24.17 Table 24.1 shows the various elements of specific publications. Specifications for margins, page numbering, headers and footers, and presentation of headings, paragraphs, lists and so on are described in Chapter 6.

Table 24.1: Components of high-profile Defence publications

	BOOK	Notes	REPORT	Notes	MANUAL	Notes
Front matter						
Half-title page	✓	Page number not printed				
Reverse of half-title page		List of previous titles by the same author, if required, can be included on the reverse of the half-title page; page number not printed				
Frontispiece	✓					
Title page	✓	Page number not printed	✓		✓	

	BOOK	Notes	REPORT	Notes	MANUAL	Notes
Reverse title page	✓	Bibliographic details, cataloguing-in-publication information, International Standard Book Number (ISBN) or International Standard Serial Number (ISSN) (or both), disclaimer (if any); page number not printed	✓	Copyright notice, sponsor and publisher information, printer's imprint	✓	Details of edition, sponsor and publisher, copyright notice
Authorisation page and signature block					✓	Sometimes incorporates the foreword
Letter of transmittal			✓			
Terms of reference			✓			
List of members of the reporting body			✓			
Foreword	✓				✓	If not included in the authorisation page
Amendment certificate					✓	Used to record details of authorised changes to the publication
List of relevant or associated publications					✓	
Table of contents	✓	Title is simply 'Contents'	✓	Title is simply 'Contents'	✓	Title is simply 'Contents'
List of illustrations or tables (as appropriate)	✓		✓		✓	Can include photographs, diagrams, figures, maps, plates and tables
Summary of conclusions and recommendations or executive summary			✓			
Preface	✓	Can include acknowledgments				

	BOOK	Notes	REPORT	Notes	MANUAL	Notes
Introduction	✓		✓			Sometimes considered as part of the body text
Body of document						
Text	✓	✓		Can include chapters, annexes, appendixes and enclosures	✓	Can be broken into volumes, parts, sections and chapters (including annexes and appendixes to chapters)
Conclusions and recommendations in full		✓				
Endmatter						
Supplementary documents (annexes and enclosures)	✓		✓		✓	
Notes	✓		✓		✓	
References	✓		✓		✓	
Bibliography or list of related publications	✓				✓	
Glossary	✓		✓		✓	
List of abbreviations, acronyms, and/or symbols	✓		✓		✓	
Index	✓		✓		✓	
Distribution			✓		✓	

24.18 Front and back covers are specific to printed publications, whereas electronic publications may display the title page as the cover equivalent. Depending on the size of the publication, the content can be part of the master file or be separated into components and stored in different files to form the structural basis of the onscreen material.

24.19 Most publications have a three-part structure, consisting of front matter, body matter and end matter. The components of each if these parts will vary according to the type of publication and the proposed readership.

24.20 **Front matter.** The preliminary pages of a publication are numbered with lower-case Roman numerals, except for a, b, c, and d (below), which do not have page numbers printed on them. The preliminary pages can include:

a. **Half-title and reverse half-title pages.** In a printed publication this is the first right-hand page after the cover and precedes the title page. The title of the publication is presented but no subtitle. The reverse of the half-title page is usually blank, although an illustration, or frontispiece, is sometimes placed there when text and illustrations are all printed on the same paper.

b. **Frontispiece.** This is an illustration that faces or immediately precedes the title page.

c. **Title page.** This page should provide:

(1) title

(2) subtitle, if any

(3) name of author or authoring body

(4) name of sponsoring body, if relevant

(5) publisher's name and location.

d. **Reverse title page.** Also known as the imprint page, copyright page, verso title or reverse title page, this page provides some or all of the following details:

(1) copyright notice

(2) publisher's name and address

(3) lists of editions and reprints

(4) lists of other volumes in a multi-volume work

(5) library classification information—International Standard Book Number, or ISBN, International Standard Serial Number, or ISSN, and cataloguing-in-publication, or CIP, data

(6) name of the editor, designer, photographer, illustrator and indexer, as appropriate

(7) printer's name, if appropriate.

e. **Letter of transmittal.** Included where appropriate. This is a covering letter from the head of the reporting body to another authority. Such a letter is included in a report prepared by, for example, a committee, a commission of inquiry, a government organisation or a consultant.

f. **Terms of reference.** Included where appropriate.

g. **List of members of the reporting body.** Included where appropriate.

h. **Foreword.** This is written by the author or another person to support and briefly explain the purpose of the work.

i. **Amendment certificate.** Included where appropriate. This records details of authorised changes to the publication.

j. **List of relevant or associated publications.** Included where appropriate.

k. **Table of contents.** The table (or list) of contents sets out the publication's main divisions and subdivisions as a broad guide to the reader. Minor subdivisions need not be included if the publication has an index.

l. **Lists of illustrations and tables.** Included where appropriate. Each list should start on a new page, following the contents.

m. **Summary of conclusions and recommendations or executive summary.** Included where appropriate.

n. **Preface.** This describes why and how the publication was prepared or the changes made to the previous edition. Brief acknowledgments can also be included.

o. **Introduction.** If this is used instead of a preface to explain why and how a publication was prepared, it is treated as part of the front matter. If, however, reading the introduction is essential to a full understanding of the publication, the introduction is treated as part of the body text.

24.21 **Body of document.** This forms the main content of a publication and excludes the front matter and the endmatter. Pagination using Arabic numerals marks the beginning of the body; page 1 should always be a right-hand page.

a. **Text.** Chapters are the standard division for the text. In large publications the text can also be grouped into parts.

b. **Conclusions and recommendations in full.** Included where appropriate.

24.22 **End matter.** Common elements are appendixes, a list of shortened forms, a glossary, a reference list or endnotes, a bibliography and an index. Each element starts on a new page.

a. **Supplementary documents.** These can be annexes, appendixes or enclosures.

(1) **Notes.** These provide information that is relevant to the text but might interrupt the flow of the argument if included in the text.

(2) **References.** If a publication contains a reference list and a bibliography (or endnotes and a bibliography), the reference list is placed first.

(3) **Bibliography** or list of related publications. Included if appropriate.

b. **Glossary.** Included if appropriate.

c. **List of shortened forms.** This includes abbreviations, acronyms, and/or symbols.

d. **Index**

e. **Distribution.** Included if appropriate.

HYPERLINKS

24.23 Hyperlinks take the reader to another website or webpage. They are part of the basic structure and functionality of an electronic publication.

24.24 Hyperlinks should add value and not confuse the reader. The more hyperlinks embedded in sentences the less readable the text becomes because the reader has to decide if they want to click on the link for more information or keep reading.

a. Write the link into the text. A descriptive link will give the reader an accurate idea of where the link will take them. If there is no disruption to the flow of text, the related URL can be cited, in parentheses, after the link. Alternatively, the URL can be cited in a reference list at the end of the document or chapter.

The SoDI is supported by a mandated business process outlined in the *System of Defence Instructions Manual* (http://intranet.defence.gov.au/home/documents/departmental/manuals/SODIMAN.htm).

b. Subsequent mentions of the same hyperlink on a page should not be hyperlinked—that is, one link per mention per page.

c. If the same hyperlink is stated on subsequent pages, hyperlink the descriptive text but do not cite the URL in parentheses after the link.

d. Do not assign hyperlinks to slightly different terminology on the same page if the hyperlinks go to the same page or site.

e. Ensure that the URL works.

COPYRIGHT

24.25 Commonwealth copyright works are identified by the placement of a copyright protection notice on a publication. Only publications containing copyright works that will be released outside Defence (in hard copy or electronic form) require a copyright notice. If a copyright notice is warranted, it must be accompanied by a release statement.

24.26 Copyright notices must refer to the 'Commonwealth of Australia' and display the symbol © and the year of first publication of the copyright work. For paper-based publications, display the copyright notice on the reverse title page. For CD-ROM, video or audio material, a copyright notice must appear on the covering label and sleeve and in the work itself. The requirement to preserve copyright ownership also applies to material distributed via the internet or the intranet (see 24.30b).

24.27 Use the following formats for copyright protection notices for published material:

a. paper-based publications

© Commonwealth of Australia [year]

This work is copyright. Apart from any use as permitted under the *Copyright Act 1968* (Cwth), no part may be reproduced by any process without prior written permission from the Department of Defence. Requests and inquiries concerning reproduction and rights should be addressed to Defence Publishing Services, Department of Defence.

b. internet sites

© Commonwealth of Australia [year of release of home page or electronic document]

This work is copyright. You may download, display, print and reproduce this material in unaltered form only (retaining this notice and imagery metadata) for your personal, non-commercial use or use within your family or organisation. This material cannot be used to imply an endorsement from or an association with the Department of Defence without the written permission of the Department of Defence (obtained through the Defence Web Manager). Apart from any use as permitted under the *Copyright Act 1968* (for example, 'fair dealing' for the purposes of reporting news under section 103B of the Copyright Act), all other rights are reserved.

24.28 Where the copyrighted work is being created by Defence for public release (for example, where Defence seeks to release certain information to the public about Defence's activities or policy), including those works which Defence is required to publish or make freely available (for example, information required to be published by Defence in order to comply with public accountability requirements), then, in accordance with the Defence Intellectual Property Policy, it may be necessary to modify the copyright statement associated with the work by incorporating a Creative Commons licence. You can obtain more information about copyright notices and Creative Commons licences from DMO Legal.

24.29 **Year of issue.** Copyright notices in new publications contain the year of issue of the original document. For that reason, when an existing publication is significantly revised and reissued, the copyright notice should be changed to reflect the year of release of the revised edition. If, however, the changes published are only minor amendments to an existing document or the document issued is merely a reprint of an existing edition, retain the original copyright date.

24.30 **Release statement.** In addition to the copyright notice, Defence publications must carry a statement drawing attention to security constraints applying to the announcement and secondary release of Defence information. Such a statement follows the copyright notice. More detailed information about the releasability of Defence information is available in 8.21–8.37 and the *Defence Security Manual*.

BIBLIOGRAPHIC DATA

24.31 High-profile publications intended primarily for issue outside Defence or for supplementary release (for example, Defence annual reports) must contain identifiers and cataloguing data for bibliographic purposes. For these types of publications, international standards require that unique

numbers be assigned to identify serials (journals, periodicals and newsletters) and monographs (discrete publications such as one-off reports). Serials carry an International Standard Serial Number, or ISSN; while monographs are given an International Standard Book Number, or ISBN (see 24.20d (5). Both an ISSN and an ISBN can be assigned to some types of documents—for example, annual reports, which, being published annually, can be regarded as both serials and monographs. ISSN and ISBN information appears after the copyright notice on the reverse title page. (For serials, the ISSN can be placed on the outside back cover or in another prominent position instead of on the reverse title page.) Publications intended solely for use in Defence do not need to carry these identifiers or the cataloguing data.

24.32 The cataloguing-in-publication, or CIP, information provides bibliographic data for new publications. Records are compiled from information supplied by publishers. The CIP data appear on the reverse title page and incorporate the ISSN or ISBN, or both.

24.33 Publication sponsors are responsible for providing ISSN, ISBN and CIP information to the publisher. Annex 24A provides information about the procedures involved. This includes the allocation of numbers to publications and ways of obtaining cataloguing data.

DOCUMENT DEPOSIT

24.34 **Library deposit.** The *Copyright Act 1968* and various state and territory Acts require that a copy of any work published in Australia be deposited with the National Library of Australia and the appropriate state or territory reference library. These publications, referred to as 'legal deposit publications', serve as the basis for the Australian National Bibliography and other specialised bibliographies compiled by the National Library and state and territory libraries. AGIMO, the Australian Government Information Management Office, provides information and instructions relating to the Commonwealth Library Deposit and Free Issue Schemes (referred to as the LDS).

24.37 To meet statutory requirements and to ensure that government information is freely available to the Australian public through libraries, the sponsors of Defence publications are obliged to forward copies of each publication they produce to the Library Deposit Scheme. Sponsors have two options for complying with this:

a. Arrange for copies to be distributed directly to the deposit libraries. If this distribution option is chosen, advise the LDS Administrator.

b. Alternatively, use the AGIMO LDS Distribution Service and dispatch 33 copies, together with a completed notification of publication form, to the LDS Service Provider, Decipha Pty Ltd.

24.35 Defence administrative publications are available on DRN via the Defence Documents homepage. Material is posted daily on the intranet, which delivers information ahead of that supplied on CD-ROM and in paper-based form.

24.36 **Defence deposit.** To ensure that Defence publications are available to all areas of Defence, sponsors must offer copies to the Defence Library Service. The actual number of copies required by the DLS can vary: publication sponsors should contact the DLS Document Services Unit to establish specific requirements before printing. Publications produced in non-paper media such as CD-ROM and DVD are included in the requirement for deposit copies.

24.37 Sponsors of Defence administrative publications must ensure that their publications are available on DRN via the Defence Documents homepage. Information about new documents available through electronic document repositories, CD-ROM and paper-based publications is posted daily on the intranet.

PUBLICATIONS FOR THE GENERAL PUBLIC

24.38 Sponsors must meet any government need for the public disclosure of information about Defence initiatives and general information for the Australian public.

24.39 Sponsors requiring public exposure of their document should consider presenting a version of it on the Defence internet homepage, either instead of or to complement other distribution processes. To ensure that such Defence corporate initiatives have maximum effect, sponsors should liaise with the Assistant Secretary Freedom of Information and Information Management before any release of Defence information to the public.

DISCLAIMERS

24.40 In the case of Defence publications that will be distributed to a wider audience including members of the public—such as final or discussion papers, essays and articles produced in conjunction with a fellowship—a disclaimer should appear on the reverse title page. The disclaimer should read as follows:

> This publication is presented by the Department of Defence for the purpose of disseminating information for the benefit of the public. The Department of Defence does not guarantee, and accepts no legal liability whatsoever arising from or connected to, the accuracy, reliability, currency or completeness of any material contained in this publication.
>
> The content and views expressed in this publication are the author's own, and are not in any way endorsed by or reflect the views of the Department of Defence. The Department of Defence recommends that you exercise your own skill and care with respect to the use of this publication and carefully evaluate the accuracy, currency, completeness and relevance of the content for your own purposes.
>
> This publication is not a substitute for independent professional advice and you should obtain any appropriate professional advice relevant to your particular circumstances.

FREEDOM OF INFORMATION

24.41 As a result of major changes to the *Freedom of Information Act 1982*, Australian government agencies, which are subject to the Act, are required to publish a range of information on their websites as part of the Information Publication Scheme. This includes details of the agency's structure, functions, appointments, annual reports, consultation arrangements, and the name of the Freedom of Information Officer.

WEB ACCESSIBILITY

24.42 The Web Content Accessibility Guidelines (WCAG 2.0) constitute an internationally recognised benchmark for measuring the accessibility of websites. The objective is to ensure that people with disabilities can gain access to information and services on the web as readily as others in the community.

24.43 Among the disabilities that affect access to the web are visual, auditory, physical, speech, cognitive and neurological disabilities. The WCAG 2.0 details techniques for creating and managing content so that it is not only more accessible to people with disabilities (through assistive technologies such as screen readers), but is also more user friendly for everyone.

24.44 All Australian governments (federal, state and territory) have endorsed the WCAG 2.0 and require that government websites meet the new guidelines.

24.45 Defence's obligation to meet the WCAG 2.0 extends to publications that are to be delivered electronically via the internet and the intranet.

24.46 By conforming to the WCAG 2.0 requirements Defence meets its obligations under the *Disability Discrimination Act 1992*.

Accessible documents

24.47 A clearly defined structure makes a document more accessible, whether it is produced in printed form or electronically for viewing via the intranet, the internet or CD-ROM and using e-book devices (such as iPad, Android and Kindle) that incorporate an e-reader application.

24.48 Such structure also assists in accurate transformation of the electronic document from one format to another—for example, an MS Word document to PDF.

24.49 Word processing and publishing software and templates have a Styles and Formatting function that enables a user to apply 'styles' to headings according to their level of importance and to paragraphs of text, to tables, and so on.

24.50 The function defines the structure and presentation of a document and its use is essential for any document destined for the internet or intranet. Search engines check for 'tags' as they index the pages. The tags are generated as a result of styles being applied to a document's headings and text during the formatting process. The tags are transferred when the document is converted to a digital format (for example, PDF or HTML) and ensure the structure of the document is preserved, providing a reading order for search engines and assistive technologies.

24.51 Search engines check a document's metadata for key search words (for example, the title of the document), then headings and the content. Users view search results according to the rank and relevance that search engines have attributed to information in the metadata, headings and key words.

24.52 A defined structure is also essential for documents that are accessed by people with disabilities who use assistive technologies—for example, a screen reader that relies on tags and a logical structure and reading order in a PDF and 'speaks' the headings and content to the user. Without structural information the document can be inaccessible to users of screen readers.

Tips for writers

24.53 The following list was compiled from resources on the Vision Australia and W3C Working Group websites.

a. Assess the headings:

(1) Do they organise the document into logical sections and subsections?

(2) Do they describe the content they precede?

(3) Would they describe the content they precede to people with disabilities who use assistive technologies?

b. Use the clearest and simplest language appropriate for the content.

c. Avoid text that is fully justified (aligned to both left and right margins).

d. Avoid centrally aligned text.

e. Avoid excessive use of italics, bold and capital letters.

f. Prepare equivalent alternative text (alt text) for all images other than those images that do not convey content, are decorative or contain content that is already detailed in text. When preparing a document that will be formatted by the Defence Publishing Service (DPS), provide a separate document that has the alt text for each image—for example:

Table 1: [Name of table in the document]

This table shows …

g. Write descriptive links that provide readers with the proper context where clicking on the link will take them. If there is no disruption to the flow of text, the related URL can be cited, in parentheses, after the link. Alternatively, the link can be given in a reference list.

Annex:

24A. International Standard Serial Number, International Standard Book Number and Cataloguing-in-Publication

INTERNATIONAL STANDARD SERIAL NUMBER, INTERNATIONAL STANDARD BOOK NUMBER AND CATALOGUING-IN-PUBLICATION

1. Coding and cataloguing publications enables the accurate identification of title, author and country of origin. Three international methods provide this information to booksellers and libraries. In Australia, the National Library of Australia (NLA) is responsible for two of these methods; it has contracted out (and commercialised) book numbering. The NLA website provides links to pages with further advice.

INTERNATIONAL STANDARD SERIAL NUMBER

2. An International Standard Serial Number, or ISSN, is a universally recognised unique code for the identification of serial publications. It can be used whenever information about serials needs to be recorded or communicated. The ISSN system provides for subscribers, booksellers, publishers and librarians a simple and accurate method of identifying a particular serial, even when there is more than one serial with the same or a similar title.

3. For ISSN purposes a 'serial' is defined as a publication intended to continue indefinitely, made up of a number of parts linked by a common title, and issued in sequence. Serials are often subject to changes in title, frequency and format. This fact, together with the rapid growth in the number of serial publications, has necessitated the development of an internationally used standard code for their identification.

4. 'Serials' includes periodicals, newspapers, newsletters, journals, memoirs, proceedings and transactions of societies. Monographs in a series—books that have their own title as well as a collective or series title and that are normally issued by the same publisher in a uniform style and usually in a numerical sequence—are also included.

5. Serials can be published in printed form or in a range of alternative formats, including microfiche, microfilm and CD–ROM and as on-line electronic publications. Serials in all formats are eligible for the allocation of an individual ISSN. An individual ISSN should be assigned to each serial title, continuing supplement of a serial or a book, or numbered monographic series.

6. Multi-volume books are not considered serials since they are planned to be published in a limited number of volumes, even if all volumes are not issued simultaneously.

ISSN allocation

7. The supply of ISSNs to Australian publishers is a free service provided by the NLA, the sole provider. The full advantages of participation in the ISSN system are gained only when the number is actually printed in the publication. To ensure that the first issue of a new serial appears bearing its ISSN, Defence publishers should apply to the NLA for an ISSN before printing. The ISSN should also appear on all subsequent issues.

8. Any significant change in the words or in the order of words in a serial title or a change in the name of the institution or association responsible for the serial will necessitate the allocation of a new number. Defence publishers should notify the NLA of any pending title change to avoid the risk of printing an old ISSN on a new title.

ISSN construction and location

9. An ISSN is eight digits long, consisting of seven digits forming a unique number followed by a computer check digit. If the check digit happens to be 10, the Roman numeral X is used as the check digit—for example, ISSN 0810-199X. The ISSN has no significance other than being the unique identification of a serial title. It should appear in the top right-hand corner of the front cover or in some other prominent position. The number should always be printed in two groups of four digits separated by a hyphen. For monographic series, the ISSN should appear with the International Standard Book Number, or ISBN, usually on the verso title page, in the following order:

ISSN 0813-4332
ISBN 0644 34965 4

Obtaining an ISSN

10. To enable an ISSN to be issued, the following details are required:

a. the title of the serial

b. the numbering system used on the first issue

c. the frequency of issue

d. the publication date of the first issue

e. the name and address of the publisher

f. a contact name, telephone number and facsimile number.

11. ISSN application forms are available from the Australian ISSN Agency and can be forwarded by mail, facsimile or email to:

Australian ISSN Agency
National Library of Australia
CANBERRA ACT 2600
Telephone: (02) 6262 1213
Facsimile: (02) 6273 4322
Email: issn@nla.gov.au
Website: www.nla.gov.au/services/issn.html

INTERNATIONAL STANDARD BOOK NUMBER

12. An International Standard Book Number, or ISBN, is a unique code for the identification of books. It is used whenever information on books needs to be recorded or communicated. ISBNs are 13 digits long and are divided into four parts—country group, publisher identifier, book number and check digit.

13. As a unique code assigned to a book, an ISBN:

a. can be used to identify books in orders, stock control and library systems

b. simplifies the processing of book orders and receipts through identification of title, publisher, binding and edition

c. is incorporated in a bar code (bar codes are not mandatory).

ISBN allocation

14. When considering the allocation of an ISBN, publishers should take into account the following points:

a. An ISBN should be given to printed books and pamphlets, audio book readings, electronic publications, microfilm publications, computer software, and multimedia kits containing printed material.

b. An ISBN should be assigned the first time a book is published. A separate ISBN must be assigned to every edition of a book but not to a reprint of the same book. A reissued book is considered a different edition if, for instance, it has a different format or binding; the type has been reset; the title, author or publisher has changed; or there has been a change in size, text or illustrations.

c. An ISBN should be assigned to the whole set of volumes of a multivolume work as well as to each individual volume in the set.

d. Once an ISBN has been allocated, it should never be used again, even if the title to which it was originally allocated has long been out of print.

e. ISBNs should not be given to:

(1) ephemeral printed material such as posters, diaries, calendars, theatre and concert programs, advertising matter and prospectuses

(2) sheet music—an International Standard Music Number, or ISMN, is available from the NLA

(3) art prints and art folders without a title page or text

(4) serial publications such as newspapers, magazines and annual reports, which receive an ISSN.

ISBN location

15. The ISBN is usually printed on the verso title page but can also appear at the base of the spine of a paper back book or on the outside back cover of a book and any dust jacket.

Obtaining an ISBN

16. The NLA transferred the Australian ISBN Agency to Thorpe-Bowker (www.thorpe.com.au) in July 1997. There is now a fee for obtaining ISBNs—see www.nla.gov.au/services/ISBN.html.

CATALOGUING–IN–PUBLICATION INFORMATION

17. Cataloguing-in-Publication, or CiP, is a voluntary, free NLA service involving the preparation of a cataloguing entry for a book before the book is published. The CiP entry, which is derived from information supplied to the CiP Unit by publishers, appears in the publication.

18. The CiP record is added to the Australian National Bibliographic Database, available from Libraries Australia, which provides advance notice of new publications to libraries, booksellers and the general public. When the book is published the CiP information is printed on the verso title page. For electronic publications, the CiP information appears near the title and other publication details. The CiP information printed in the book is an abbreviated form of the online record.

Use of CiP information

19. Cataloguing-in-publication information is available for all new, revised or reprinted books and electronic publications produced in Australia.

Material not suitable for cataloguing

20. Although the categories for which CiP is available are extensive, there are many categories of material (both print and electronic) for which CiP is not available, among them the following:

a. serials—including magazines, periodicals and annuals

b. books with less than 75 per cent printed text

c. calendars, diaries and other types of material not for permanent retention

d. single articles reprinted from magazines, periodicals or serials

e. expendable educational material such as workbooks, test sheets or stencil masters

f. multimedia or teaching kits

g. audio and video materials

h. wall charts

i. games

j. sheet music.

Applying for a CiP entry

21. Sponsors of Defence publications should consider the following points when applying for a CiP entry:

a. An ISBN must be obtained before making a request for a CiP entry.

b. CiP application forms are available from the CiP Unit or via the internet using the form available on the CiP homepage. Completed applications can be sent to the CiP Unit by mail, fax or email.

c. Publication sponsors should send copies of, or include all the information appearing on or in, the title page, the table of contents, and the preface and introduction (if available) to help in the compilation of an accurate CiP entry. Sponsors should ensure that they record on the CiP form all information appearing on the title page, including all author names. If, after receiving the CiP entry, the publication sponsor changes the title or authorship details, they should advise the CiP Unit so that the entry can be updated.

d. Publication sponsors can also send a proof copy to the CiP Unit if they feel the book requires a more detailed subject analysis.

e. The NLA returns CiP entries by facsimile or priority-paid mail where such services exist.

Location of CiP entry

22. The CiP entry should be printed on the verso title page. It must include the entire entry as contained in the letter from the CiP Unit, with the exception of an author's birth date, which is optional. The entry must appear under the heading 'National Library of Australia Cataloguing-in-Publication data'. The CiP entry can be centred or ranged left to suit individual design needs.

CiP Unit contact details

Cataloguing in Publication Unit
National Library of Australia
CANBERRA ACT 2600
Telephone: (02) 6262 1458
Facsimile: (02) 6273 4492
Email: cip@nla.gov.au
Website: www.nla.gov.au/services/cip.html