



TO: The Secretary  
Through: DS \_\_\_\_\_  
COS \_\_\_\_\_  
ES \_\_\_\_\_

FROM: Director, NIH

SUBJECT: Special Requirements for Memoranda to the Secretary or  
Deputy Secretary--INFORMATION

On a memorandum addressed to the Secretary, type only *The Secretary* on the TO: line. Do not include the Secretary's name.

On a memorandum addressed to the Secretary or Deputy Secretary, any attachment must be explained in the text and must be cited and listed as a Tab. The document to be sent to the Office of the Secretary must have actual tabs that extend beyond the edge of the pages and are identified as Tab A, Tab B, etc.

See below for an example of a listing of Tabs as attachments.

A cc: list cannot be included on a memorandum to be signed by the Director, NIH, or any higher official. Any distribution of courtesy copies must be shown in a bcc: list, not a cc: list.

You must prepare a [summary statement](#) to accompany any document except a briefing memo going to the Secretary or Deputy Secretary for signature or to provide information. The summary statement should be a single page.

Route all memos to the Secretary through the Deputy Secretary (DS), the Chief of Staff (COS), and the Office of the Secretary's Executive Secretariat (ES). Route all memos to the Deputy Secretary through COS and ES.

Jane Q. Director, M.D.

Attachments

Tab A-First attachment mentioned

Tab B-Second attachment mentioned

Bcc: list