Lesson 8
Coordinating

Overview

Introduction
By definition, an action officer is a coordinator. Practically every aspect of the action officer's day involves some form of coordination.

Purpose
This lesson explains how to coordinate actions through the system. It focuses on coordinating a decision paper.

Objectives
After completing this lesson you should be able to--
- Use various methods to coordinate an action.
- Coordinate an action through all its phases.
- Prepare a decision paper.
- Maintain control.
- Manage suspense dates.

In this lesson
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# The Coordinating Function

## Introduction
This map describes what coordination is and why it's necessary.

## Definition: Coordination
Coordination is--
- A systematic way of communicating.
- The integrating function in management.
- The lubricant of a smooth running operation.
- A path to consensus.
- An organized way of asking: *Who informs whom about what?*

Coordination is vital to any planned activity. If no one coordinates, no one communicates, and the outcome is chaos.

## Purpose of Coordination
The purpose of coordination is to--
- Acquire and provide information.
- Ensure complete and coherent action.
- Avoid conflict and duplications.
- Uncover blind spots and omissions.
- Consider all aspects of an issue.
- Know when to consult others and what parts of an issue to discuss.

## Necessity
Our Army is a hierarchy, whose leaders make decisions within a chain of command. However, they rarely make them by decree. Before acting, leaders want assurance that people whom an action affects were able to comment on its merits. They'll make better decisions if secure in knowing this.

Thorough coordination makes for good decisions. Before submitting a recommendation for approval, test its soundness with key players involved.

## Importance
As you recall from Lesson 1, coordination is one of the five functions of management. For an action officer it's probably the most important. While senior leaders may plan, organize, direct, and control, it's the action officer who facilitates those activities through coordination.

## Personal Benefits
One who acquires coordination skills also acquires--
- Communication skills.
- Confidence.
- Ability to learn lessons on the spot.
- A sense of teamwork.
- Credibility and trust.
Learning to Coordinate

Introduction
This map describes how to coordinate through documents and people.

When reporting to a new job
While learning to coordinate isn't hard, it can be confusing when first starting out. When reporting to a new job, waste no time in finding out--
- What's happening.
- Who's making it happen.
- How it could affect you.

Documents
To find out what's happening, study these documents:

<table>
<thead>
<tr>
<th>Document</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission statement</td>
<td>Identify mission, goals, and priorities to determine what's worth coordinating.</td>
</tr>
<tr>
<td>Organization and functions manual and organizational chart</td>
<td>Identify functions, positions, and responsibilities. Then find out where you fit in.</td>
</tr>
<tr>
<td>Office files</td>
<td>Review for background and precedents on actions for which you're responsible.</td>
</tr>
<tr>
<td>Issue papers</td>
<td>Learn positions taken on issues to anticipate areas requiring coordination.</td>
</tr>
<tr>
<td>Significant activities (SIGACTS) report</td>
<td>To keep informed, read this weekly report and other types of updates.</td>
</tr>
</tbody>
</table>

People
To find out who's making it happen, start building a network. Meet people who control information or other resources and have access to decision makers.

To increase effectiveness with people--
- Find who can give you information or needs it from you.
- Build your reputation through competence.
- Do favors and get favors in return.
- Build relationships with subject-matter experts and old pros.
- Take on tough jobs nobody else wants.
- Deliver on promises.
- Treat others courteously, especially secretaries, clerks, and librarians.
- When people deny requests, thank them anyway--you may need their help another day.

Habitual relationships
Coordination is easier if you're aware of habitual relationships--those people and organizations who typically interact on a common set of functions and issues.
Informal Coordination

Introduction
This map describes informal ways of coordinating.

Informal coordination
Most coordination occurs informally through these means:
- Personal visits.
- Meetings and interviews.
- Telephone calls.
- Memos.
- E-mail.
- Fax.

Examples
Examples of informal coordination:
- Exchanging information in a hallway.
- Visiting an office to explain your position and gain support.
- Back briefing your boss after a meeting.

Personal contact
If feasible, coordinate through close personal contact:

<table>
<thead>
<tr>
<th>Choices</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>First choice</td>
<td>Go on foot to visit the person and coordinate face to face. This</td>
</tr>
<tr>
<td></td>
<td>expands your network and cements relationships.</td>
</tr>
<tr>
<td>Second choice</td>
<td>Gather everybody around a table.</td>
</tr>
<tr>
<td>Third choice</td>
<td>If face-to-face contact isn't feasible, use the phone, e-mail, or fax.</td>
</tr>
</tbody>
</table>

Telephone
To coordinate by telephone, follow these guidelines:

<table>
<thead>
<tr>
<th>Guideline</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minor actions</td>
<td>Use the telephone to gain concurrence on minor actions.</td>
</tr>
<tr>
<td>Major actions</td>
<td>Avoid using the telephone to gain concurrence on major actions. If you can't</td>
</tr>
<tr>
<td></td>
<td>wait and must coordinate by telephone, ensure the agency follows up with</td>
</tr>
<tr>
<td></td>
<td>written confirmation.</td>
</tr>
<tr>
<td>Number of people</td>
<td>If dealing with dozens of people, call only the key players inside the</td>
</tr>
<tr>
<td></td>
<td>action. Deal with the rest by other means.</td>
</tr>
<tr>
<td>Concurrence and non-</td>
<td>When calling for a concurrence, tell the other party who's nonconcurred and</td>
</tr>
<tr>
<td>concurrence</td>
<td>why.</td>
</tr>
<tr>
<td></td>
<td>When an agency calls you for a concurrence, always ask who's nonconcurred</td>
</tr>
<tr>
<td></td>
<td>and why. Maybe they're asking you to accept a flawed proposal. You're</td>
</tr>
<tr>
<td></td>
<td>entitled to the whole story.</td>
</tr>
</tbody>
</table>
# Formal Coordination

<table>
<thead>
<tr>
<th><strong>Introduction</strong></th>
<th>This map briefly describes the formal coordinating process.</th>
</tr>
</thead>
</table>
| **Coordinating or staffing an action** | Informal coordination lays the groundwork for more formal means of coordinating. We use formal means to gain concurrence from interested agencies on a proposal. We refer to this process as coordinating or staffing the action. **Examples:**  
- Routing a decision paper to offices for concurrence and comments.  
- Presenting a decision briefing. |
| **Formal responses** | Agencies reviewing the action will formally respond in one of two ways:  
- They'll concur in one of several forms.  
- They'll nonconcur but explain why in a statement of nonconcurrence. **Note:** A concurrence is also known as a chop. |
| **Degree of complexity** | Staffing an action can be simple or complex, depending on nature of the action and number of commands involved. **Example 1:** Coordinating a routine action within your headquarters might simply require a few phone calls and a quick meeting. **Example 2:** Coordinating an action affecting our whole Army could take months of effort to sell a proposal, resolve differences, and implement a plan. |
| **Internal coordination** | If feasible, coordinate actions within your office and headquarters staff before sending them to subordinate commands or outsiders:  
- Reassures recipients that your headquarters sanctions the action.  
- Settles internal disagreements before going outside.  
**Note:** Though it's better to coordinate internally first, time may force you to staff an action with everyone at the same time (shotgun coordination). |
| **External coordination** | After staffing an action internally, send copies to subordinate elements and outside agencies for concurrence and comments. |
| **Routing documents** | To route an action from office to office, use these cover documents:  
- **Internal coordination:** Decision paper (summary sheet).  
- **External coordination:** Memorandum requesting concurrence and comments. |
# Coordinating Phases

## Introduction

Coordinating (or staffing) a document usually occurs in three phases:
- Phase I--Initial coordination.
- Phase II--Analysis of responses.
- Phase III--Final coordination.

## Phase I: Initial Coordination

Phase I is the initial phase of coordination and includes these steps:

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
</table>
| 1    | Assemble package | To assemble the package, arrange documents in order:  
- Decision paper (summary sheet) or cover memo.  
- Final draft of action to be approved or signed.  
- Tasker.  
- Supporting documents.  
**Tip:** Consider writing the draft in double space so respondents can insert comments. |
| 2    | Coordinate internally | Before sending the action out, coordinate it within your office first. |
| 3    | Name players | Determine who should chop on the action--any office with an interest. If you've touched base with players from the beginning, this step should be easy. |
| 4    | Set sequence | Determine who should see the action first. Protocol and egos may determine sequence. When the influential sign up early, others tend to fall in line. |
| 5    | Send it out | Send action out or hand-carry it from office to office.  
Option: Use shotgun coordination when--  
- An action involves many players.  
- Sequence isn't important.  
- There's not enough time to route action in sequence. |

## When there's little time

If time constraints preclude coordination with everyone, take these steps:

<table>
<thead>
<tr>
<th>Step</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Coordinate with those opposing the action.</td>
</tr>
<tr>
<td>2</td>
<td>Bypass those who would probably concur.</td>
</tr>
<tr>
<td>3</td>
<td>Quickly touch base with bypassed parties. Express regrets, explain the action, and give them a copy.*</td>
</tr>
</tbody>
</table>


*Continued on next page*
Coordinating Phases, Continued

**Phase II: analysis of responses**

In phase II analyze responses and make corrections or adopt suggestions. If everyone concurs and comments don't require major revision, polish-up the draft and send it forward for approval.

However, agencies may respond with negative comments or nonconcurrences requiring major changes. You may have to revise the draft and send it out again.

**Phase III: final coordination**

Phase III is the final phase of staffing an action. After analyzing comments, making revisions, and resolving any nonconcurrences, package the decision paper and supporting documents. Then send it (or brief it) to the decision maker for approval.

**Note:** AR 25-50 provides guidance for assembling correspondence. In addition, every organization has its own format so check local SOP. A typical decision package is arranged in this manner:

![Diagram of decision package](image)

*Figure 8-1. Decision package*
Responding to Nonconcurrences

Introduction
This map explains actions to take when an agency nonconcurs with a proposal.

Types of responses
When agencies review a proposal, they may--

- Concur without comment.
- Concur and add positive comments or suggestions for consideration.
- Concur but add negative comments. Whether you accept or reject these comments, the concurrence still stands. But give them serious thought.

Agencies may also--

- Concur but set conditions.
- Fail to respond.
- Nonconcur.

Conditional concurrence
An agency may concur but set conditions for concurrence. Treat this as a nonconcurrence. Concurrence with comment is allowed only to provide additional information, not to set conditions.

To avoid this, work with the other party before they submit their formal comments. If you can work things out, they may be able to concur fully without comment. If you can't, they'll still have the option of nonconcurring.

Failure to respond
Some agencies won't respond, even after prodding. You won't usually face this problem within your headquarters but may when working with outsiders. When dealing with a large number of outsiders, consider putting this caveat in the cover memorandum:

"If we receive no reply by the suspense date, we'll assume concurrence."

Caution: This caveat doesn't relieve you of the responsibility to staff the action. If an important player doesn't respond, it's prudent to check before assuming concurrence.

Nonconcurrence
Don't expect everyone to concur--your plan could be unworkable. Others may suggest a better way. Considering their views may avoid a hurdle when the action goes forward for decision.

Submitting a flawed proposal, filled with nonconcurrences, will reflect more on you than on those who nonconcurred.

Continued on next page
Responding to Nonconcurrences, Continued

**Responding to dissent**

Always welcome honest dissent. Consult with devils' advocates and field their tough questions. They can--
- Raise ethical concerns.
- Contribute new information.
- Provide new insights to old information.
- Challenge a proposal's validity.
- Suggest creative solutions.
- Counteract special pleading.
- Disclose hidden agendas.

**Negotiating**

Before sending a nonconcurrency forward, try to negotiate differences.
- Try reasoning and persuasion. This may be all that's needed to convince someone who objects but doesn't want to make an issue of it.
- Make concessions that won't change the action's substance but will satisfy the opposing party.

For more tips on negotiating, review Lesson 6.

**Considering nonconcurrences**

If unable to resolve a nonconcurrency, prepare a *Consideration of Nonconcurrence*, either as a signed statement or memorandum for record (MFR). Rebut the nonconcurrence in a concise, logical argument.

See sample format at Appendix C, page C-5.

**Where to place consideration statement**

Per local SOP, place the consideration statement in one of three locations:

<table>
<thead>
<tr>
<th>Option</th>
<th>Location of statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Type statement at the bottom of the nonconcurrence statement.</td>
</tr>
<tr>
<td>2</td>
<td>Type statement at the bottom of the decision paper.</td>
</tr>
<tr>
<td>3</td>
<td>Attach consideration of nonconcurrence to the statement of nonconcurrence and place it as the last tab to decision paper.</td>
</tr>
</tbody>
</table>

Note: Give a courtesy copy of your statement to the nonconcurring parties.
Introduction

A decision paper (also known as a summary sheet) is a one-page document summarizing a recommendation and reasoning behind it. It's a condensed expression of completed staff work. This is a simplified example of a decision paper's contents. Note that decision paper formats vary across organizations.

DECISION PAPER

1. PURPOSE: In one precise sentence state action you want the decision maker to take. Example: CoS sign message (TAB A) to MG Claymore nonconcurring with proposed changes to FM XX-XX.

2. BACKGROUND: Briefly describe situation requiring a decision. Keep it short; if you need more space for details, put them in a TAB. If you didn't mention the tasker originating the action, do it here.

Example: HQDA 271530ZOCT94, Subject: Force 99 at BLUE TAB proposes conversion of 44 Inf Div to a separate brigade.

3. DISCUSSION: Discuss these aspects of the problem. If you need more space, use a TAB.

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem</td>
<td>The way things are.</td>
</tr>
<tr>
<td>Criteria</td>
<td>The way things ought to be.</td>
</tr>
<tr>
<td>Assumptions</td>
<td>Conditions we can't verify.</td>
</tr>
<tr>
<td>Constraints</td>
<td>Conditions we can't change.</td>
</tr>
<tr>
<td>Alternatives</td>
<td>Ways that might solve the problem.</td>
</tr>
<tr>
<td>Comparison of alternatives</td>
<td>The clinching argument:</td>
</tr>
<tr>
<td></td>
<td>• Briefly discuss pros and cons of alternatives.</td>
</tr>
<tr>
<td></td>
<td>• Attach a decision matrix if it will clarify the issue.</td>
</tr>
</tbody>
</table>

4. RESOURCE IMPACT: Always include, even if this entry is "None."

5. COORDINATION: Cite results of coordination either at the last TAB or list results at bottom of decision paper, as shown below:

<table>
<thead>
<tr>
<th>Dir, PMD</th>
<th>concur/nonconcur ( )</th>
<th>________________</th>
<th>Date ________</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dir, SMT</td>
<td>concur/nonconcur (TAB C)</td>
<td>________________</td>
<td>Date ________</td>
</tr>
<tr>
<td>Dir, RM</td>
<td>concur/nonconcur ( )</td>
<td>________________</td>
<td>Date ________</td>
</tr>
</tbody>
</table>

6. CONSIDERATION OF NONCONCURRENCE: Discuss here or attach to the statement of nonconcurrency at the last TAB to the decision paper.

Note: Cite TABS in capital letters and explain them as they appear.
Decision Paper (Summary Sheet), Continued

<table>
<thead>
<tr>
<th>Purpose</th>
<th>A decision paper or summary sheet serves a two-fold purpose--described below. Note: We use the terms decision paper and summary sheet interchangeably.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time saver</td>
<td>Since it's a short and precise statement, it enables a decision maker to review and approve an action, without wading through a stack of paper. If more information is required, it can be found in the tabs.</td>
</tr>
<tr>
<td>A means of control</td>
<td>It serves as the control document when routing an action to offices for concurrence. That's why it's placed as the top document in the package.</td>
</tr>
<tr>
<td>Summary sheet is for internal coordination</td>
<td>A summary sheet is intended for internal coordination only. For external coordination (outside your headquarters), use an official memorandum or letter to transmit an action and obtain concurrence and comments.</td>
</tr>
<tr>
<td>Tabs</td>
<td>Tabs contain supporting documents to the decision paper:</td>
</tr>
<tr>
<td></td>
<td><strong>Tabs</strong></td>
</tr>
<tr>
<td><strong>First tab</strong></td>
<td>Action or document for the decision maker's signature.</td>
</tr>
<tr>
<td><strong>Examples:</strong></td>
<td></td>
</tr>
<tr>
<td>Message announcing a major change in policy.</td>
<td></td>
</tr>
<tr>
<td>Interservice agreement.</td>
<td></td>
</tr>
<tr>
<td>Memorandum to subordinate commanders.</td>
<td></td>
</tr>
<tr>
<td>Award.</td>
<td></td>
</tr>
<tr>
<td><strong>Second tab</strong></td>
<td>Document originating the action (the tasker).</td>
</tr>
<tr>
<td><strong>Other tabs</strong></td>
<td>Supporting documents.</td>
</tr>
<tr>
<td><strong>Last tab</strong></td>
<td>Statements of nonconcurrence and considerations of them.</td>
</tr>
<tr>
<td>Note:</td>
<td>For easy spotting, the first two tabs are usually colored (red and blue).</td>
</tr>
<tr>
<td>Original signatures</td>
<td>You may have routed several copies of the decision paper for coordination. It isn't necessary that the decision maker see original signatures on each copy. Simply consolidate input on the final copy you send forward.</td>
</tr>
<tr>
<td></td>
<td>You may sign for those who chopped on the action and retain their original signed copies in your files.</td>
</tr>
</tbody>
</table>
Maintaining Control

Introduction
This map suggests ways to control an action when working it through the system.

SOP and checklist
Use an SOP and checklist to keep track of details. Using these tools avoids having to relearn procedures for recurring tasks. However, don't rely totally on SOPs or checklists. They can limit flexibility and imagination, by locking you into a single course of action.

Timing
To avoid major revisions at the last minute, give agencies time to respond. Then they can review the action thoroughly and provide quality responses. A fair margin of time also allows you to review their responses thoroughly.

If not given enough time, agencies will simply give lip-service to the action and concur only to meet the requirement. A superficial review of something important may lead to a bad decision.

Tips
To maintain control of the action, follow these tips:

<table>
<thead>
<tr>
<th>Tip</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hand-carry actions</td>
<td>Try to visit offices to get concurrence.</td>
</tr>
<tr>
<td>Go to the right people</td>
<td>Be sure to get the right signature. Otherwise, some unauthorized underling may sign off, and you'll have to go back to get the right signature.</td>
</tr>
<tr>
<td>Give a heads up</td>
<td>When sending out an action, alert the recipients. Always know where your action is.</td>
</tr>
<tr>
<td>Follow up</td>
<td>Follow up with a visit or phone call.</td>
</tr>
<tr>
<td>Don't assume</td>
<td>Don't assume people will automatically respond to an action on or before the suspense date.</td>
</tr>
</tbody>
</table>
| Keep the original copy clean | When staffing a final draft, don't--  
  • Circulate the original copy.  
  • Allow people to write on the original copy. |
Backup Copies

Introduction

Has this ever happened to you?

I can't find the record copy. Is it in there?

No! Don't know where it is, and I don't have a backup copy.

Figure 8-2. Keep a copy of your actions

Why backup copies are necessary

Obviously we should keep complete records, but you probably know of times when someone--

- Lost the record copy.
- Changed the record copy without telling you.
- Asked you to revise the original document, but you couldn't find it.
- Told you to write another paper similar to the original. But you forgot what you wrote and didn't have a backup copy or disk to remind you.

Pearl Harbor file

Keep backup copies of actions and notes to protect yourself when working contentious actions or nonstarters. When things go wrong because they didn't listen to you, your Pearl Harbor file will back you up.*

Suspense Dates

Introduction  
Suspense dates are deadlines one both assigns and responds to. Bosses judge you, fairly or not, on ability to manage deadlines. Don't let this happen to you:

Assigning a suspense  
Assigning a suspense date is easy; getting people to react is more challenging. Always monitor actions due in and nudge those who are slow to respond.

If they don't respond your boss is likely to blame you, not them. If suspecting an agency might not reply on time, remind them of the requirement several days ahead with a fax or call.

Caution  
You don't have authority to impose a suspense date on a higher headquarters or outside agency. So tactfully encourage them to respond: We're trying to get responses in by the tenth; if you can get it back by then, I'd really appreciate it.

Meeting a suspense  
If given a reasonable suspense, respond on time. If you need more time--
- Don't wait until the last minute.
- Ask for an extension right away--more likely to get it.
- Provide an interim reply and estimated completion date.

Unreasonable suspense dates  
Challenge unreasonably short suspense dates, especially on low-priority actions. Someone may be trying to clear his desk before going on vacation. Or he may have sat on an action and is trying to compensate for the delay. If this happens, you or your boss should ask the agency to restart the suspense clock.

8-14
Lesson Summary

Key points | This table summarizes key points of lesson maps or information blocks:
--- | ---
**Topic** | **Summary** | **Page**
Objectives | - Use various methods to coordinate an action.  
- Coordinate an action through all of its phases.  
- Prepare a decision paper.  
- Maintain control.  
- Manage suspense dates.  
**Definition: Coordination** | A systematic way of communicating, the integrating function in management, the lubricant of a smooth running operation. | 8-2
Purpose | Acquire and provide information; ensure complete and coherent action; avoid conflict and duplications; uncover blind spots. | 8-2
Informal coordination | Use informal means first. Personal visits, meetings, and interviews, telephone calls. First choice: visit the person. | 8-4
Formal coordination | Official correspondence, briefings, and staffing of documents. Getting the action chopped. | 8-5
Internal coordination | Try to coordinate actions with your office and headquarters first:  
- Reassures outsiders that your headquarters sanctions the action.  
- Can settle internal disagreements before going outside. | 8-5
External coordination | After staffing an action internally, send copies to subordinate elements and outside agencies for concurrence and comments. | 8-5
Phase I | **Initial coordination:**  
1. Assemble package.  
2. Coordinate internally.  
3. Name players.  
4. Set sequence for chops.  
5. Send out package. | 8-6
When there's little time | 1. Coordinate with those opposing the action.  
2. Bypass those who would probably concur.  
3. Quickly touch base with bypassed parties. | 8-6
Phase II | **Analysis:** If everyone concurs and comments don't require major revision, polish-up the draft and send it forward. | 8-7
Phase III | **Final coordination:** Make revisions, resolve nonconcurrences, assemble package, and send it forward. | 8-7
Responding to non-concurrences | When agencies review a proposal, they may--  
- Concur without comment.  
- Concur, add positive comments.  
- Concur, add negative comments.  
- Concur but set conditions.  
- Fail to respond.  
- Nonconc. | 8-8
Conditional concurrence | An agency may concur but set conditions for concurrence. Treat this as a nonconcurrency. Don’t accept conditional concurrences. | 8-8

Continued on next page 8-15
# Lesson Summary, Continued

## Key points (continued)

<table>
<thead>
<tr>
<th>Topic</th>
<th>Summary</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-concurrence</strong></td>
<td><strong>Don't</strong> expect everyone to concur--your plan could be unworkable. Others may suggest a better way. Submitting a flawed product will reflect more on you than on those who nonconcurred.</td>
<td>8-8</td>
</tr>
</tbody>
</table>
| **Negotiating**        | Before sending an action forward, try to negotiate differences.  
                         • Try reasoning and persuasion.  
                         • Make concessions that won't change the action's substance.                                                                                                                                 | 8-9  |
| **Considering non- concurrences** | If unable to resolve a nonconcurrence, prepare a *Consideration of Nonconcurrence*, either as a signed statement or memorandum for record (MFR). Rebut nonconcurrence in a concise, logical argument. Give a courtesy copy of statement to the nonconcurring parties. | 8-9  |
| **Decision paper**     |  
                         • Summarizes recommendation and reasoning on one page.  
                         • Also routes decision package for coordination.  
                         • Used for *internal* coordination only.                                                                                                                                                     | 8-10 |
| **Tabs**               | Tabs contain supporting documents to decision paper:  
                         First tab: Action you want approved.  
                         Second tab: The tasker.  
                         Other tabs: Supporting documents.  
                         Last tab: Statements of nonconcurrence and considerations.  
                         When citing TAB in a decision paper, write it in capital letters.                                                                                                                              | 8-11 |
| **SOP and checklist**  | Use to keep track of details. A voids having to relearn procedures.  
                         Don’t rely totally on SOPs or checklists--can limit imagination.                                                                                                                              | 8-12 |
| **Timing**             | Avoid major revisions at the last minute. When you receive action begin coordinating. Give people time to respond.                                                                                   | 8-12 |
| **Tips**               |  
                         • Hand-carry actions.  
                         • Go to the right people.  
                         • Give a *heads up*.  
                         • Don’t assume they’ll reply on or before the suspense date.  
                         • Keep the original copy clean.                                                                                                                                                                  | 8-12 |
| **Backup copies**      | Keep backup copies of actions and store in your Pearl Harbor file.                                                                                                                                       | 8-13 |
| **Suspense dates**     |  
                         • Bosses judge your competence on ability to manage deadlines.  
                         • If they don't respond, boss is likely to blame you, not them.  
                         • When awaiting a response, don't wait until it's due to check.  
                         • Call or fax the agency several days ahead to check.  
                         If you need more time to meet a suspense--  
                         • Don't wait; contact tasking authority right away.  
                         • Explain problem and ask for an extension.                                                                                                                                                   | 8-14 |
Lesson 8--End-of-Lesson Exercises

Instructions  Select best answer or answers.

1. Why do leaders want assurance that proposals have been coordinated?
   a. Coordination enables those affected the chance to comment on a proposal's merits.
   b. They'll make better decisions by knowing a proposal has been thoroughly coordinated.
   c. They're able to fix blame if the proposal turns out to be a bad decision.
   d. They make decisions by decree, and coordination provides them cover.

2. Use the telephone to gain concurrence when coordinating--
   a. Minor actions.
   b. Major actions.
   c. Actions within your office.
   d. With large numbers of minor players.

3. When seeking concurrence (or responding to a request for one)--
   a. Tell respondents who nonconcurred and why.
   b. Ask if anyone has nonconcurred and why.
   c. To avoid explanation and risk delay, don't disclose nonconcurrences.
   d. Don't ask who's nonconcurred--it may influence your position.

4. Coordinate actions with your own office first. This--
   a. Increases chances of success, since outsiders will not yet have seen the proposal.
   b. Will prompt outsiders to concur quickly.
   c. Lets outsiders know what you're pushing is your headquarters' position and not just yours.
   d. Allows for settlement of internal disagreements before going outside.

5. When routing an action for coordination, what may determine who sees it first?
   a. Protocol and egos--when the influential sign up early, others tend to fall in line.
   b. It doesn't matter who sees it first.

6. Which type of response is unacceptable?
   a. Concurrence without comment.
   b. Concurrence with negative comments.
   c. Conditional concurrence.
   d. Nonconcurrence

Continued on next page

Lesson 8--End of Lesson Exercises, Continued
7. Select two ways to negotiate differences when an agency nonconcurs.
   a. Be prepared to make major concessions.
   b. Try reasoning and persuasion--may be all that's needed.
   c. Make concessions that won't change the action's substance.
   d. Send it forward to the decision maker for resolution.

8. List three places to place a "Consideration of Nonconcurrence."
   a. At the bottom of the nonconcurrence statement.
   b. At the bottom of the decision paper.
   c. Attached to nonconcurrence statement and placed at the last tab of decision-paper.
   d. Attached to nonconcurrence statement and placed at the first tab of decision-paper.
   e. As the first paragraph in the decision paper.

9. A decision paper (summary sheet) serves as a--
   b. One-page summary to help a decision maker quickly approve an action.
   c. Routing document for internal staffing.
   d. Routing document for external staffing.

10. Name two ways to make tabs more visible in a decision package.
    a. Make them larger.
    b. Color the first two tabs.
    c. When referring to a tab in the decision paper, cite it in bold italics.
    d. When referring to a TAB in the decision paper, cite it in capital letters.

11. Where should you keep backup copies of completed actions?
    a. With the record copy.
    b. With the office copy.
    c. Since you have a record copy, a backup copy isn't necessary.
    d. In your Pearl Harbor file.

8-18
Lesson 8--Answer Key and Feedback

Instructions  Correct choices are highlighted.

1. Why do leaders want assurance that proposals have been coordinated?
   a. Coordination enables those affected the chance to comment on a proposal's merits.
   b. They'll make better decisions by knowing a proposal has been thoroughly coordinated.
   c. They're able to fix blame if the proposal turns out to be a bad decision.
   d. They make decisions by decree, and coordination provides them cover.
   
   (Page 8-2) Leaders are responsible for their decisions. They don't fix blame or seek cover.

2. Use the telephone to gain concurrence when coordinating--
   a. Minor actions.
   b. Major actions.
   c. Actions within your office.
   d. With large numbers of minor players.
   
   (Page 8-4) Correct choice is a. If you must coordinate major actions on the phone, be sure to get written confirmation. Don't spend time on the phone with large numbers of minor players.

3. When seeking concurrence (or responding to a request for one)--
   a. Tell respondents who nonconcurred and why.
   b. Ask if anyone has nonconcurred and why.
   c. To avoid explanation and risk delay, don't disclose nonconcurrences.
   d. Don't ask who's nonconcurred--it may influence your position.
   
   (Page 8-4) Choice c is incorrect: If the party has a right to know, then you must disclose nonconcurrences--it's the right thing to do.

   Choice d is incorrect: Maybe they're asking you to accept a proposal no one else likes. Although you shouldn't base your decision on how others feel, you're entitled to the whole story.

Continued on next page
4. Coordinate actions with your own office first. This--
   a. Increases chances of success, since outsiders will not yet have seen the proposal.
   b. Will prompt outsiders to concur quickly.
   c. **Lets outsiders know what you're pushing is your headquarters' position and not just yours.**
   d. **Allows for settlement of internal disagreements before going outside.**

   (Page 8-5) *Choices a and b are incorrect. Outsiders may not be impressed with what your office thinks.*

5. When routing an action for coordination, what may determine who sees it first?
   a. **Protocol and egos—when the influential sign up early, others tend to fall in line.**
   b. It doesn't matter who sees it first.

   (Page 8-6) *Choice b is incorrect. It does matter who sees it first. However, time may force you to forgo an orderly sequence and send the action to everyone at once.*

6. Which type of response is unacceptable?
   a. Concurrence without comment.
   b. Concurrence with negative comments.
   c. **Conditional concurrence.**
   d. Nonconcurrence.

   (Page 8-8) *A concurrence that sets conditions is a veiled nonconcurrence and should be treated accordingly.*

7. Select two ways to negotiate differences when an agency nonconurs.
   a. Be prepared to make major concessions.
   b. **Try reasoning and persuasion—may be all that's needed.**
   c. Make concessions that won't change the action's substance.
   d. Send it forward to the decision maker for resolution.

   (Page 8-9) *Never send an action forward without having first tried to resolve differences.*

*Continued on next page*
8. List three places to place a "Consideration of Nonconcurrence."
   a. At the bottom of the nonconcurrence statement.
   b. At the bottom of the decision paper.
   c. Attached to nonconcurrence statement and placed at the last tab of decision-paper.
   d. Attached to nonconcurrence statement and placed at the first tab of decision-paper.
   e. As the first paragraph in the decision paper.
   (Page 8-9)

9. A decision paper (summary sheet) serves as a--
   b. One-page summary to help a decision maker quickly approve an action.
   c. Routing document for internal staffing.
   d. Routing document for external staffing.
   (Page 8-11)

10. Name two ways to make tabs more visible in a decision package.
    a. Make them larger.
    b. **Color the first two tabs.**
    c. When referring to a *tab* in the decision paper, cite it in bold italics.
    d. **When referring to a TAB in the decision paper, cite it in capital letters.**
    (Page 8-11)

11. Where should you keep backup copies of completed actions?
    a. With the record copy.
    b. With the office copy.
    c. Since you have a record copy, a backup copy isn't necessary.
    d. **In your Pearl Harbor file.**
    (Page 8-13)