

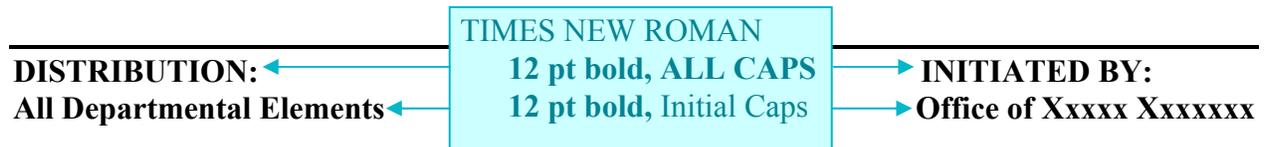
Times New Roman
24 to 36 pt
(depending on length of title)
bold, ALL CAPS

MANUAL TEMPLATE FOR DEPARTMENT OF ENERGY DIRECTIVES WRITERS

The DOE seal will be placed here
AFTER the Manual has been
signed.

ARIAL Bold
18pt

U.S. DEPARTMENT OF ENERGY
Office of Xxxxx Xxxxxxx



Note that page numbers for this part of the Manual are lower case Roman numerals.

MANUAL TEMPLATE FOR DEPARTMENT OF ENERGY DIRECTIVES WRITERS

[Note: Top and bottom margins should be set to 0.8 in. from this page on; left and right are 1 in. Footer should be discontinued.]

1. **PURPOSE.** Rather than an objectives paragraph, Manuals begin with a purpose paragraph stating why the Manual is being issued.

You can use this as a template by clicking on and deleting the blue text boxes and inserting your text. See Attachment 4 for details.

- a. Purpose paragraphs usually refer to the Order the Manual supplements and may also refer to laws or other regulations the Manual is intended to implement. Following is an example of this type of purpose statement.

“This Department of Energy (DOE) Manual provides detailed requirements to supplement DOE O XXX.X, *Order for This and That*, dated XX-XX-XX. This Manual also provides direction for implementing Public Law XYZ-123.”

- b. The format for the rest of the opening pages of Manuals, which may be considered an introduction of sorts, is very similar to that for Orders, with some of the same numbered paragraphs.
 - c. Typically, the bulk of the information in Manuals is in numbered chapters, examples of which follow.
2. **CANCELLATIONS.** DOE M XXX.X-X, *Manual for Making Directive Writing Easy*, dated XX-XX-03. **Cancellation of a Manual does not, by itself, modify or otherwise affect any contractual obligation to comply with the Manual. Cancelled Manuals that are incorporated by reference in a contract remain in effect until the contract is modified to delete the references to the requirements in the cancelled Manuals.**
 - a. If your Manual cancels only one or two other directives, they may be listed in a sentence preceding the boilerplate text (shown in purple) as in the above example.
 - b. If your Manual cancels three or more directives, list them in an alphabetically labeled list (at the second level of this outline) for readability. (Refer to the cancelled directives with an introductory sentence preceding the boilerplate text. For example, “This Order cancels the directives listed below.”)
 - c. If your Manual cancels at least one other directive, the above boilerplate text must be used.

[Note: For clarity and to avoid confusion, if there are no cancellations, indicate this by entering the word “None” in the cancellations paragraph.]

3. **APPLICABILITY.** As with Orders, Manuals have applicability paragraphs indicating the Departmental elements and contractors to which they apply and noting any exclusions.

- a. DOE Elements. Except for the exclusions in paragraph 3c, this Manual applies to all DOE elements, including National Nuclear Security Administration (NNSA) elements, that must implement DOE directives for their daily operations (see Attachment 1).
- (1) Because we need to be as specific as possible, all impacted DOE elements must be identified. To avoid taking up extra space here, we do this with an attachment (Attachment 1) listing all impacted DOE elements by office title.
- [Note: All attachments should be referenced at appropriate places in your text. They should be numbered and arranged in the same order in which they are referred to in the text, with the organization list and Contractor Requirements Document (CRD), if there is one, Attachments 1 and 2, respectively.]
- (2) Again because we want to be as specific as possible, if your Manual applies only to DOE elements that engage in certain activities, indicate this. For example, if yours is a cyber security Manual, you might say something like the following.

Except for the exclusions in paragraph 3c, this Manual applies to all DOE elements, including National Nuclear Security Administration (NNSA) elements, listed in Attachment 1 that own or operate DOE information systems.
 - (3) Attachment 1 notwithstanding, if NNSA is impacted, list it directly in paragraph 3a as indicated in the above example.
- b. Site/Facility Management Contractors. Use this and the following paragraphs to describe the site/facility management contractors to which the Manual applies. If the CRD is to apply only to certain types of work within contracts, that work should be described fully here [see paragraph 3b(2)]. If your Manual does not apply to contractors, indicate this with a sentence like “This Manual does not apply to contractors” in this space. The purple boilerplate text in the following paragraphs must be used for Manuals that apply to contractors. (Note: you may omit inclusion of a CRD in the Manual and refer users to the CRD in the analogous Order if the Order CRD has all the information a contractor would need to comply with the requirements of the Manual.)
- (1) Except for the exclusions in paragraph 3c, the Contractor Requirements Document (CRD), Attachment 2, sets forth requirements of this Manual that will apply to site/facility management contractors whose contracts include the CRD.
 - (2) This CRD must be included in all site/facility management contracts that require or involve access to DOE information systems.

[Note: In the above paragraph we again used an example from a cyber security directive for the nonboilerplate text.]

- (3) This Manual does not automatically apply to other than site/facility management contractors. Any application of any requirements of this Manual to other than site/facility management contractors will be communicated separately from the Manual.
- (4) The _____ is/are responsible for telling contracting officers which site/facility management contractors are affected by this Manual. Once notified, contracting officers are responsible for incorporating the CRD into the contracts of affected site/facility management contractors via the laws, regulations and DOE directives clause of the contracts.

[Note: You should indicate the office responsible for notifying contracting officers of affected contractors in the blank space indicated in paragraph 3b(4) above. Note also that this sets up responsibilities that must also be reflected in the responsibilities paragraphs.]

- (5) As the laws, regulations, and DOE directives clause of site/facility management contracts states, regardless of the performer of the work, site/facility management contractors with a CRD incorporated into their contracts are responsible for compliance with the requirements of the CRD.
 - (a) Affected site/facility management contractors are responsible for flowing down the requirements of this CRD to subcontractors at any tier to the extent necessary to ensure the site/facility management contractors' compliance with the requirements.
 - (b) Contractors must not unnecessarily or imprudently flow down requirements to subcontractors. That is, contractors will—
 - 1 ensure that they and their subcontractors comply with the requirements of the CRD and
 - 2 incur only costs that would be incurred by a prudent person in the conduct of competitive business.

- c. Exclusions. In accordance with the responsibilities and authorities assigned by Executive Order 12344 and to ensure consistency throughout the joint Navy and DOE organization of the Naval Nuclear Propulsion Program, the Director of the Naval Nuclear Propulsion Program will implement and oversee all requirements and practices pertaining to this DOE Manual for activities under the Director's cognizance.

[Note: Paragraph 3c above, while not boilerplate, is an example of one type of exclusion that directive writers frequently apply to their directives. If there are no exclusions, enter

“None” in paragraph 3c to avoid possible confusion, and modify paragraphs 3a and 3b(1) accordingly.]

4. SUMMARY. This Manual is composed of ___ chapters that provide direction for _____. These chapters address mandatory procedures and management processes. Chapter I describes the _____. Chapters II and III address _____. Appendix A _____.

[Use paragraph 4 to summarize the content of your Manual, including any attachments or appendixes. The paragraph above is an example of the information that is usually included and the way it is structured. The content of your summary paragraph will depend on the outline you develop for your Manual.]

5. DEFINITIONS. Definitions paragraphs are optional.
- a. Before creating a glossary or definitions list, carefully consider whether your definitions are truly unique or could be found in broadly available general or special interest dictionaries/glossaries.
 - b. Consider referencing other dictionaries/glossaries (especially if they are available online).
 - c. If you do include definitions paragraphs in the main part of your Manual (i.e., in this front section or one of the chapters and not as a separate attachment), they must conform to the standard directive style/format.
6. REFERENCES. As with Orders, reference paragraphs are optional for Manuals.
- a. If you do include references, consider the needs of your readers.
 - (1) Provide enough information to enable readers to easily locate references (if a reference is available online, provide the URL too).
 - (2) While we have no set format for references, you should try to be consistent.
 - (a) Provide the same information for each reference, and arrange it in the same order in each entry.
 - (b) Present your references in some logical order [alphabetically, numerically, by document type (and then alphabetically or numerically), or some combination].
 - b. Do not cite draft documents in your Manual because—
 - (1) often draft documents are not readily available and

Note that when any part of a Manual ends on an odd page, the following even numbered page should be noted in parentheses in the header.

→v (and vi)

- (2) if and when they are published/become available, they may no longer contain the information you were referencing.
 - c. If you elect to include reference paragraphs, they should include, as a minimum, every reference listed in the main body of your Manual.
7. CONTACT. Questions concerning this Manual should be addressed to the Office of (*fill in the name of the sponsoring office*) at xxx-xxx-xxxx.

[Note that requirements and responsibilities paragraphs usually appear in one or all of the numbered chapters that make up the main body of Manuals.]

BY ORDER OF THE SECRETARY OF ENERGY:

The DOE seal is placed here **AFTER** the directive is signed.

KYLE E. McSLARROW
Deputy Secretary

CONTENTS

CHAPTER I. REQUIREMENTS

1.	Introduction.....	I-1
2.	Content and Format Issues for Manuals	I-1
3.	I-1
	a.	I-1
	(1)	I-1
	(2)	I-1
	(3)	I-1
	b.	I-2
	(1)	I-2
	(2)	I-2
4.	I-2

Note that if you do not use titles/headings for your 2nd and 3rd level paragraphs, there will not be entries for them in your contents. (See Attachment 4 for an explanation of the typical DOE outline structure.)

Tables of contents rarely list subcategories below the third-level outline headings.

CHAPTER II. RESPONSIBILITIES

1.	II-1
	a.	II-1
	b.	II-1
	c.	II-1
	d.	II-1

APPENDIX A. [Note that if there were appendixes they would be listed here, **before** any of the attachments. (Appendixes are part of the document; attachments are separate documents.)]

ATTACHMENT 1. DOE ORGANIZATIONS TO WHICH DOE M XXX.X-X IS APPLICABLE

ATTACHMENT 2. CONTRACTOR REQUIREMENTS DOCUMENT

ATTACHMENT 3. ACTIVE AND PASSIVE VOICE

ATTACHMENT 4. DEPARTMENT OF ENERGY SIX-LEVEL DIRECTIVES FORMAT

CONTENTS (continued)

[Note that if your contents is more than one page in length, you must indicate that succeeding pages are continuations using the above format.]

CHAPTER I. REQUIREMENTS

1. INTRODUCTION.

- a. There is no required outline for the material in Manual chapters. That is, there are no required paragraphs; however, the Department of Energy (DOE) six-level directive outline format, a sample of which can be seen below, is typically followed. (Note: This Manual template has been formatted in this style, and you can cut and paste your Manual text into it if you wish.)
 - (1) Sometimes Manual chapters will be topical and each will have requirements and responsibilities. Sometimes, as in this example template, one chapter will be devoted to the requirements and another to the responsibilities.
 - (2) Whatever format you adopt for your Manual, make it easy for your readers by grouping like things together (e.g., keep all the requirements in a topical chapter together, rather than spreading them throughout the chapter—which makes readers search and could lead to missed information).
- b. While there are no required paragraphs, it is always a good idea to start with an introduction and background information. (This background information may even include a reiteration of some of the information in the purpose or summary paragraphs.)

2. CONTENT AND FORMAT ISSUES FOR MANUALS. Manuals supplement other DOE directives and are used to provide details; required procedures, where necessary to enable fulfillment of requirements; and instructions for how the provisions of other directives should be carried out. Manuals may include some guidance, but they are primarily a means of providing requirements more detailed than those appropriate to Orders.

- a. Always consider your readers/the users of your Manual first.
 - (1) What do they need to know? (Don't assume that they know what you know.)
 - (2) How can you present this information as conveniently as possible?
- b. Focus on outcomes and write requirements with measurable or verifiable outcomes, if possible.
- c. Do not repeat voluminous information from other sources (especially laws, regulations, and other directives) in your requirements. (You can use a reference

to the pertinent laws/regulations/other directives to direct your readers to this information and/or include a reference paragraph citing the pertinent laws, etc.)

- d. State requirements clearly, in the active voice (see Attachment 3).
- f. Avoid the use of jargon, if possible.
- g. Use short sentences arranged in a logical order.
- h. Arrange your sentences in short paragraphs.
 - (1) Include only one issue, idea, step, or requirement in each paragraph.
 - (2) Use lists/lower level, labeled paragraphs to convey additional, related information. (The format of this template is an example.)
 - (3) For the convenience of your readers, try not to break your paragraphs into any more than four levels (see Attachment 4 for an example of the full DOE six-level directive format).
- i. Avoid use of the verb “shall.”
 - (1) Use “must” to convey requirements.
 - (a) “Must” is the clearest way to tell your readers that they are required to do something.
 - 1 “Shall,” in addition to all the connotations that it carries, is somewhat obsolete.
 - 2 “Shall” is also less precise than “must.” (It can indicate either a requirement or predict future action.)
 - (b) There are many resources with additional information on the must/will controversy. Two of the best can be found online at—
http://www.blm.gov/nhp/NPR/pe_dgst4.html and
http://www.archives.gov/federal_register/drafting_legal_documents/clear_writing.html
 - (2) Use “will” to convey future actions.

CHAPTER II. RESPONSIBILITIES

1. Responsibilities should be described in terms of outcomes rather than methodologies or procedures.
2. State responsibilities clearly and succinctly, using strong action verbs (ensures, identifies, requires, makes, advises, establishes, provides, sets, implements, conducts, performs, coordinates, leads, etc.).
3. Ensure subject-verb agreement in responsibilities statements.
4. Present responsible officials or offices and their responsibilities in a logical sequence.
5. For deliverables that apply to DOE and NNSA, wherever the DOE official responsible for particular deliverables is identified, also identify the equivalent NNSA official.
6. For Manuals that apply to contractors (i.e., have CRDs), you must do the following.
 - a. Identify an office/official to be responsible for ensuring the Manual CRD (or a referenced CRD) is incorporated into affected site/facility management contracts.
 - (1) Task that official with telling the contracting officer which site/facility management contractors are affected by the Manual.
 - (2) If the CRD only applies to certain types of work within a contract, the identified official must tell the contracting officer which work is affected.
 - b. List responsibilities for contracting officers, including the following, if applicable.
 - (1) After being notified, incorporate the DOE M XXX.X-X CRD into affected site/facility management contracts via the laws, regulations, and DOE directives clause of the contracts.
 - (2) Assist originators of procurement requests who want to incorporate the requirements of the DOE M XXX.X-X CRD in new non-site-/non-facility-management contracts, as appropriate.
7. Paragraphs 7a and 7b below are examples of officials/offices that might be named in responsibilities paragraphs.
 - a. Office of the Secretary. If an official/office has only one or two brief responsibilities, you may want to enter them in a sentence or two here as opposed to listing them in lower level paragraphs as in paragraph 6b (however, either style is acceptable). You may also enter explanatory material here before detailing the responsibilities for a particular official/office.

b. Heads of Field Elements.

- (1) Ensure those assigned to review draft Manuals have training appropriate to the task and understand their responsibilities.
- (2) Ensure all deadlines are met.

**DOE ORGANIZATIONS TO WHICH
DOE [fill in directive number] IS APPLICABLE¹**

[The following is the complete list of officially recognized DOE organizations for use in directives. Please look the list over and delete those organizations to which your directive does not apply. (The list is revised regularly, so please check the Web at <http://www.directives.doe.gov/pdfs/reftools/org-list.pdf> and use the most current list.)]

Office of the Secretary
Chief Information Officer
Office of Civilian Radioactive Waste Management
Office of Congressional and Intergovernmental Affairs
Office of Counterintelligence
Departmental Representative to the Defense Nuclear Facilities Safety Board
Office of Economic Impact and Diversity
Office of Electric Transmission and Distribution
Office of Energy Assurance
Office of Energy Efficiency and Renewable Energy
Energy Information Administration
Office of Environment, Safety and Health
Office of Environmental Management
Office of Fossil Energy
Office of General Counsel
Office of Hearings and Appeals
Office of Independent Oversight and Performance Assurance
Office of the Inspector General
Office of Intelligence
Office of Management, Budget and Evaluation and Chief Financial Officer
National Nuclear Security Administration²

- Office of the Deputy Administrator for Defense Programs
- Office of the Deputy Administrator for Defense Nuclear Nonproliferation
- Office of the Deputy Administrator for Naval Reactors
- Office of Emergency Operations

¹Field entities should not be listed unless there are special circumstances necessitating their inclusion. Applicability to a field entity is assumed when its lead program Secretarial Officer organization is listed.

²This is the current list of NNSA offices. If the directive applies to all the offices under NNSA, then list “National Nuclear Security Administration” only, without any of the bulleted offices; otherwise, list NNSA (spelled out in full) and the bulleted NNSA offices to which the directive applies.

- Office of the Associate Administrator for Facilities and Operations
- Office of the Associate Administrator for Management and Administration

Office of Nuclear Energy, Science and Technology

Office of Policy and International Affairs

Office of Public Affairs

Office of Science

Secretary of Energy Advisory Board

Office of Security

Office of Worker and Community Transition

Bonneville Power Administration

Southeastern Power Administration

Southwestern Power Administration

Western Area Power Administration

CONTRACTOR REQUIREMENTS DOCUMENT

DOE M XXX.X-X, *Manual Template for Department of Energy Directives Writers*

As noted in the text of the Manual template, you may omit the CRD for Manuals that are intended to apply to contractors and refer users to the CRD in the analogous Orders.

This Contractor Requirements Document (CRD) establishes the requirements for Department of Energy (DOE) contractors, including National Nuclear Security Administration (NNSA) contractors, whose contracts involve

Regardless of the performer of the work, the contractor is responsible for complying with the requirements of this CRD. The contractor is responsible for flowing down the requirements of this CRD to subcontractors at any tier to the extent necessary to ensure the contractor's compliance with the requirements. In doing so, the contractor must not unnecessarily or imprudently flow down requirements to subcontractors. That is, the contractor will ensure that it and its subcontractors comply with the requirements of this CRD and incur only those costs that would be incurred by a prudent person in the conduct of competitive business.

1. GENERAL REQUIREMENTS.

- a. You must include the boilerplate text indicated in purple in every CRD.
- b. If your CRD applies to contractors performing specific functions and/or in specific arenas, you should indicate this as in the example above.
- c. If your CRD also applies to NNSA contractors, you should indicate this too.

2. SPECIFIC REQUIREMENTS.

- a. The CRD must be written as a separate document that could be removed from the directive and attached, without modification, to the site/facility management contract.
 - (1) CRDs should be as specific as possible.
 - (2) The contractor should be able to read the CRD and know its obligations under the contract without consulting other documents extensively—even if this means completely repeating the text of an Order/Notice/Manual in the CRD.
- b. If you must reference other directives, regulations, etc., the reference must be specific and clear.

- (1) To be technically correct, references to other directives should be to the CRDs of those directives (which implies checking to be sure the directives in question have CRDs).
- (2) If possible, such references should be at the end of sentences and enclosed in square brackets.

[Remember, when a chapter/appendix/attachment ends with an odd page number, add the next even page number in parentheses.]

ACTIVE AND PASSIVE VOICE

“Voice” is a term used to describe one of the ways verbs are categorized. There are two voices: active and passive. Active voice expresses action; someone (the subject of the sentence) performs an action or acts on something else (the object). In passive voice, something or someone (the subject of the sentence) is acted upon. While not technically wrong, passive voice, like anything, can be monotonous if overdone. Worse, it can be a way of avoiding saying who is responsible for or must do something and, therefore, can be confusing in directives. Compare the following. (Note: Passive voice is one of the few grammar problems grammar checkers are fairly reliable at picking out.)

Passive Voice	Active Voice
Procedure manuals must be developed.	All departmental elements must develop procedure manuals.
No stone must be left unturned.	Leave no stone unturned. (The subject, you in this case, is understood.)
Contractors will be monitored. (An honest question that might arise from a sentence such as the above is how or by whom. Who is responsible?)	Field elements will develop procedures to monitor contractors.
This Order is intended to serve as an example.	We created this Order as an example. OR We intend to use this Order as an example. OR You can use this Order as an example.
He was upset by the argument.	The argument upset him.

Today you can find a number of good style guides and other writing aids online.

The *American Heritage Book of English Usage*, <http://www.bartleby.com/64/>, and the *Columbia Guide to Standard American English*, <http://www.bartleby.com/68/>, both available through Bartleby.com, are particularly good starts.

Common Errors in English Usage, <http://www.wsu.edu:8080/~brians/errors/errors.html>, an online analog to a popular print publication, is an alphabetical list with short explanations of common errors (e.g., that famous bugaboo ensure/insure).

DEPARTMENT OF ENERGY SIX-LEVEL DIRECTIVE FORMAT

Following are instructions for setting paragraph numbering and indents for the format used for most Department of Energy (DOE) directives. The text is also formatted in this style, so you can cut and paste it into your document if that is easier for you.

To set paragraph numbering and indents: on the **Format** menu, select **Bullets and Numbering**. In the window that appears, select the **Outline Numbered** tab. Word may already have the directives format as one of the options you may select; otherwise, you will have to set it up by selecting the option that is closest to the directives format, selecting the customize “button,” and using the instructions in the following paragraphs to customize.

1. LEVEL ONE TITLE IN ALL CAPS, UNDERLINED. This is the style used for the titles of the objectives, cancellations, applicability, requirements, responsibilities, references, definitions, and contacts paragraphs of directives (they are level 1 of the outline). The title is followed by a period, but note that the periods are **not** underlined. The title starts at the left margin with the paragraph number, and you indent 1/2 inch or 3 picas to the underlined title. (This would be aligned at 0, tab space after 0.5, and indent at 0.5 on the customize menu.)
 - a. Level Two Underlined Using Title Case. Only the initial letters of significant words are capitalized in level 2 paragraph titles, as they would be in titles of reports or books.
 - (1) Level 2 paragraphs on the outline start at the first indent, with a 1/2 inch indent after the letter (this would be aligned at 0.5, tab space after 0.5, and indent at 1.0 on the customize menu). Note that tabs and indents are in 1/2-inch or 3-pica increments.
 - (2) Titles are not required for level two outline entries.
 - (a) Underlined introductory titles as in paragraph 1a above are preferable, but sometimes just aren't possible (your text may not lend itself to titles).
 - (b) Consistency should be your goal.
 - 1 When titles are present, as they are here, they must be underlined.
 - 2 If one of the level two entries under a main paragraph (level one) has a title, then all of the level two entries for that main paragraph should.
 - b. Breakdown. For good outline form, there should be more than one item/entry at any level. That is, if you have a level 2 paragraph a, you should also have a

paragraph b; if you have a level 3 paragraph (1), you should have at least one additional level 3 paragraph, and so on.

- (1) Third Level. Third (and lower) level paragraphs don't have to have underlined titles or lead ins; however, it is acceptable if they do so long as you are consistent [see paragraphs 1a(2)(b) and 1b(2)]. Third level paragraphs are aligned at 1.0 with a 0.5 inch tab and a 1.5 inch indent (on the customize menu).
 - (a) This paragraph [1b(1)(a)] is an example of the format and tabs/indents for fourth level paragraphs in the standard DOE directives format.
 - (b) To set up your fourth level paragraphs on the bullets and numbering customization menu, select aligned at 1.5, 0.5 tab space after, and indent at 2.0.
- (2) Caution. Don't mix the formatting of paragraphs at any level. If one has an underlined introductory phrase, then they all should.
- (3) Cutting and Pasting. Be careful. You can "kill" your outline formatting if you're not careful. Use the following process.
 - (a) Select and copy the text from the source or insert from a file.
 - (b) See the little box that appears when you have pasted the new text.
 - (c) Select "Match Destination Formatting" to apply current formatting.
- (4) Levels, Levels, Levels.
 - (a) Make your major points one at a time in straightforward, simple sentences. The effect is two-fold.
 - 1 Your major points will be apparent to the reader.
 - 2 The added "white space" is easier on both the mind and the eye of the reader.
 - (b) But remember, too many levels can be confusing and ultimately defeat your efforts to communicate clearly in a user-friendly directive.
 - 1 For some topics the particulars are extensive.

- 2 In these cases, breaking your points down and presenting them on five or even six outline levels to convey things clearly and avoid long, monotonous paragraphs makes good sense.
 - a Try not to go any further than a sixth level.
 - b At this point, because it is so seldom done and so undesirable, we don't have more than six levels in the standard, directives template.
2. LEVEL ONE TITLE. Remember, you should have at least two entries for each outline level.