

**FISH AND WILDLIFE SERVICE
SERVICE DIRECTIVES**

2.1 What is the purpose of this chapter?

- A. This chapter provides Fish and Wildlife Service employees with the information they need to write consistent, easy-to-read Fish and Wildlife Service Manual chapters.
- B. Read 011 FW 3 for information about clearance procedures, Directorate review, and publication.

2.2 What are the objectives of this chapter? Our objectives are for you to:

- A. Write clear Service Manual chapters that both employees and the public can understand,
- B. Properly format chapters for the Service Manual so that readers know where to look for specific information, and
- C. Include the appropriate elements in the chapters you write.

2.3 What are the authorities for this chapter?

- A. Federal Information Resources Management Regulations (41 CFR 201-45.105).
- B. 381 DM 1, Directives Management.

2.4 Who is the audience for the Service Manual?

- A. Your primary audience is Service employees. Your secondary audience is the public. It is important for people who are not experts in an area to be able to understand Service policy as it may affect them.
- B. Be sure that your language directs activities of Service employees. We do not use language that directs people outside of the Service to do something; we use regulations to do that.

2.5 Are there required elements for a Service Manual chapter, and what order should I put them in?

- A. Yes, there are two elements that must be in every chapter:
 - (1) "What is the purpose of this chapter?" and
 - (2) "What are the authorities for this chapter?"
- B. Elements such as "Who is responsible for the policy?" are almost always in the chapter, but there are circumstances where they may not be appropriate.
- C. The rule of thumb is to include the questions that you must use to accomplish your purpose, and put them in the best order to do that.
- D. Table 2-1 is a list of the questions that are typically in a chapter and shows which we require. Although we show them in our preferred order, you may change it to meet your needs. Put them in the order that will help your reader to comprehend the requirements. Exhibit 1, the chapter template, also lists these questions.

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Table 2-1: Questions in Service Manual Chapters	
Question	Required?
1.1 What is the purpose of this chapter? This question describes why you are writing the chapter.	√
1.2 What is the policy or What are the objectives of this chapter? Use this question if you want to give a broad overview of what the policy is about.	
1.3 What is the scope of this chapter? Use this question if there is any question about who the policy applies to or what it covers.	
1.4 What are the authorities for this chapter? List the laws, regulations, and policies that give us the authority to make the requirements in the chapter. Just list them; do not interpret them. For example: A. National Environmental Policy Act of 1969, as amended (42 U.S.C. 4321-4347). B. Council on Environmental Quality (CEQ) Regulations for Implementing the Procedural Requirements of NEPA (40 CFR 1500-1508). C. 516 DM 1 – 4, National Environmental Policy Act of 1969.	√
1.5 What terms do you need to know to understand this chapter? Only include this section if you use a lot of terms that are technical, or you use terms in an unusual manner. Most chapters are easier to read if you define or describe a term the first time you use it instead of using this separate section.	
1.6 Who is responsible for this policy? Most chapters should establish responsibilities for the Director, Assistant Directors, Regional Directors, Division chiefs, and employees. Make sure it is clear who is responsible for what action.	
1.7 What questions will people ask about the policy? From this point on, you write questions that describe the policy, procedures, and any reporting requirements associated with the policy.	

E. You may leave out questions that are not applicable to the chapter you are writing.

2.6 How long should a chapter be? Try to limit the size of chapters to fewer than five or six pages. If your chapter is longer than six pages, you should consider breaking it up into more than one chapter.

2.7 If my chapter is long and I do not want to break it up into more than one chapter, what options do I have to make it easier for people to read?

A. There are several ways you can shorten your chapter:

(1) *Use tables and figures.* Tables are a good way to present complex material so that it is easy to understand. They also provide white space in the document that makes it easier to read. Figures are also good ways to illustrate complex ideas without writing paragraphs. See Exhibit 2 for examples of tables and figures.

(2) *Use exhibits.* An exhibit is material that you would like to give readers access to, but that is not essential to the text of the chapter. Typical exhibits include illustrations, supplementary reports, templates, and organizational or flow charts. We link to the exhibits from the chapter.

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(3) Write an accompanying handbook to describe detailed procedures. Handbooks are a good way to present detailed procedures. Reference the handbook in the chapter. You must submit the handbook for review when the authorizing chapter is going through the review and surname process (see 011 FW 3 and 011 FW 4 for more information).

B. If your chapter still seems long, use a table of contents at the beginning of the chapter. When we publish the chapter on the Internet, we will link the sections to the corresponding area in the document. Table 2-2 is a sample table of contents.

Table 2-2: Sample Table of Contents – Chapter on Making Hay	
Topics	Sections
Overview	1.1 What is the purpose of this chapter? 1.2 What are the authorities for the chapter? 1.3 Who is responsible for making hay in the Service?
Training	1.4 What training must I take to make hay? 1.5 Do I have to take a refresher course after I successfully complete the initial hay making course? 1.6 What certification do I need to become an instructor?
Safety	1.7 What personal protective equipment must I wear when making hay? 1.8 What safety measures do I take to ensure I am safe while making hay? 1.9 What do I need to do to ensure others in the area remain safe while I make hay?
Technical Requirements	1.10 What are the different types of hay that I may make? 1.11 How often do I have to make hay? 1.12 What equipment do I use in the field? 1.13 What types of bales does the Service prefer?
Documentation and Reporting	1.14 How do I document my hay making activities? 1.15 Where do I report my activities and how often? 1.16 Who in the Service is responsible for reporting Servicewide hay making activities to the Department?

2.8 How do I format the text when writing a chapter? Exhibit 1 is a Microsoft Word template that you can use when writing a chapter.

- A.** Use a standard, one column format with single spacing. Use two lines between paragraphs.
- B.** Assign a number or letter to every paragraph or bullet so that readers can refer to them by letter or number.
- C.** Avoid using pre-established Microsoft styles. The Division of Policy and Directives Management (PDM) formats your chapter for the Director to sign and for publication on the Internet. The fewer tabs and styles you use, the easier it is to format the document when it is final.

2.9 What are some tips for writing good chapters?

- A.** Consult with PDM and any other affected offices or divisions before you begin writing to see if they can contribute to the process.
- B.** Check other Service Manual chapters, Director’s Orders, and handbooks to be sure your chapter does not duplicate or contradict them.

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- C. Organize your thoughts and develop whatever type of outline works best for you. Present your questions in a logical order.
- D. Use plain language. See Exhibit 3 and 116 FW 1 for information about using plain language.
- E. Check your facts and make sure your information is accurate.
- F. When you are listing laws or other policies in the authorities section of your chapter, be sure the citations are accurate and in the proper format.
- G. Identify any reporting requirements that are part of the policy. See 281 FW 1 for information about reporting requirements. You may need to send your proposed reporting requirement to our Service Reports Committee to get approval to include it in the chapter. If the requirement involves a form, see section 2.9H.
- H. Identify any forms that are part of the policy. You can include a completed sample form as an exhibit, but do not include a blank form. If you plan to include a sample form:
- (1) Make sure it has an FWS form number. See 281 FW 2 for more information about forms and getting form numbers. If the public fills out the form, it also needs an Office of Management and Budget (OMB) approval number. If it does not have a number, check with the Forms Management/Information Collection Officer in PDM.
 - (2) Give instructions for filling out and submitting the form.
 - (3) PDM will post the form on the Service forms page on the Internet in a fillable format and put a link to the form in the chapter so that access is easy.
- I. If your chapter replaces an existing chapter or supersedes a part of a chapter or a Director's Order, be sure to indicate that by typing, "Supersedes XYZ, dated MM/DD/YYYY" on the top of the chapter (see Exhibit 1, the template for writing chapters).
- J. A Manual chapter does not take the place of proposing a regulation. Do not write a chapter instead of proposing a regulation.

2.10 What style manual does the Service use for capitalization, punctuation, and spelling rules? We use the *U.S. Government Printing Office Style Manual*, which is available on the Internet and in hard copy.

2.11 How do I modify an existing chapter? If you want to make a minor change or update a chapter, and it does not require an extensive revision, you can amend the chapter. See Exhibit 4 for an example of how to write and format an amendment.

A. To amend the chapter, you:

- (1) Prepare an amendment using the format shown in Exhibit 4. The amendment must include a brief description of its purpose and a clear explanation of what you are changing or adding.
- (2) Prepare a surname package as described in 011 FW 3.

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Part 011 The Fish and Wildlife Service Manual

Chapter 2 Format and Text for Writing Service Manual Chapters

011 FW 2

B. Do not amend a chapter more than once. If your chapter has already been amended, then make revisions and send the entire, revised chapter through the surname process.

/sgd/ Rowan Gould
ACTING DIRECTOR

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