

**United Nations Command
Unit #15259
APO AP 96205-5259**



**United Nations Command
Regulation 25-50**

**Combined Forces Command
Unit #15255
APO AP 96205-5255**



**Combined Forces Command
Regulation 25-50**

**United States Forces Korea
Unit #15237
APO AP 96205-5237**



**United States Forces Korea
Regulation 25-50**

August 1, 2008

Office Management

CORRESPONDENCE AND ADMINISTRATIVE PROCEDURES

***This regulation supersedes UNC/CFC/USFK Regulation 25-50, 10 January 2003.**

For the Commander:

JOSEPH F. FIL, JR.
Lieutenant General, USA
Chief of Staff

//Original Signed//

KIM, SUN GOO
LTC, ROKA
Adjutant General, UNC/CFC

Official:



GARRIE BARNES
Chief of Publications and
Records Management

Summary. This publication is designed to provide a consolidated one-source document on specific staffing and coordination requirements, and correspondence guidance for the United Nations Command/Combined Forces Command/United States Forces Korea (UNC/CFC/USFK) Command Group.

Summary of Change. This document has been substantially changed. A full review of its contents is required.

Applicability. This regulation applies to USFK Military Service members, Federal Government civilian personnel who are either in an assigned, attached, or temporary duty (TDY) to the following commands: UNC; UNC-Rear; Republic of Korea-United States Combined Forces Command (ROK-U.S. CFC); Headquarters (HQ) USFK; Joint United States Military Affairs Group-Korea (JUSMAG-K); Special Operations Command-Korea (SOCKOR); Naval Forces Korea (NAVFOR-K); Marine Forces, Korea (MARFOR-K); Special U.S. Liaison Activity Korea, (SUSLAK); and National Geospatial Intelligence Agency (NGIA). This regulation also applies to any non-government personnel contributing to the aforementioned commands.

Supplementation. Supplementation of this regulation and issuance of command and local forms by subordinate commands is prohibited unless approval is obtained from the Commander, USFK (Attn: FKCJ), Unit #15237, APO AP 96205-5237.

Forms. USFK forms are available a www.usfk.mil.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to AR 25-400-2 or applicable service regulations. Record titles and descriptions are available on the Army Records Information Management System (ARIMS) at <https://www.arims.army.mil>.

Suggested Improvements. The proponent of this regulation is UNC/CFC/USFK Secretary Combined Joint Staff (CFCJ/FKCJ). Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the UNC/CFC/USFK SCJS (ATTN: FKCJ), Unit #15237, APO AP 96205-5237, or email at SCJSCalendar@korea.army.mil

Distribution. Electronic Media Only (EMO).

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Chapter 1 General

1-1. Purpose

This regulation prescribes standardized policies, procedures, and formats for preparing and processing HQ, UNC/ROK-U.S. CFC/USFK correspondence. It also describes HQ operating procedures and provides administrative guidelines for the staff.

1-2. Objectives

- a. Provide -- to the fullest extent possible -- a standard means of administration for combined and joint staff personnel.
- b. Reduce the impact of traditionally high staff turnover by providing general administrative information.
- c. Reduce HQ unique policies, procedures, and formats, by prescribing the use of U.S. Joint Military and Army publications wherever possible.

1-3. References

Required and related publications are listed in appendix A.

1-4. Abbreviations and Acronyms

Abbreviations and acronyms used in this regulation are explained in the glossary. Due to the diversity of UNC/CFC/USFK staff elements, the policy within the HQ concerning abbreviations and acronyms will be to always spell out the meaning when it is used the first time in correspondence with the abbreviation or acronym appearing in parentheses immediately after the spelled-out version. If only used once in the text, do not use the acronym.

1-5. Responsibilities

- a. The Secretary Combined Joint Staff (SCJS) has responsibility for establishing HQ policies concerning correspondence and administrative processing procedures.
- b. The staff will follow guidance contained in this regulation and assist in updating this information, as appropriate.

Chapter 2 Command Group Operations

2-1. General

This chapter has three sections which explain the Command Group (multi -command) structure; the Command Group's performance of staff oversight; and recurring meetings and documents required to support the Commander. The Commanding Officer of UNC/CFC/USFK has one official title: Commander, UNC/CFC/USFK. The SCJS serves as the focal point in order to answer questions concerning administrative procedures not fully addressed by this regulation.

2-2. Multi-Command

HQ, UNC/CFC/USFK contains combined and joint staffs organized under three similar Command Groups. Most actions fall within the command structure described below.

a. **UNC Command Group** (all US personnel). HQ, UNC Command Group represents the "U" Staff and includes the offices of:

- (1) Commander (CDR).
- (2) Deputy Commander (DCDR).
- (3) Chief of Staff (CofS).
- (4) Deputy Chief of Staff (DCS).
- (5) Assistant Deputy Chief of Staff (ADCS).
- (6) Command Sergeant Major (CSM).
- (7) HQs, UNC (Rear).
- (8) Special Advisor to the Commander, UNC.
- (9) Secretary Combined Joint Staff (SCJS; provides executive services for Command Group activities; includes Protocol).
- (10) Historian.

b. **ROK-US CFC Command Group**. HQ, CFC Command Group represents the Combined or "C" staff and includes the offices of:

- (1) Commander. (**NOTE:** Position is a US General Officer.)
- (2) DCDR. (**NOTE:** Position is a ROK General Officer.)
- (3) CofS. (**NOTE:** Position is a US General Officer.)
- (4) DCS. (**NOTE:** Position is a ROK General Officer.)
- (5) CSM. (**NOTE:** Position is a US Command Sergeant Major.)
- (6) Secretary Combined Staff (SCS). (Provides executive services along with the CFC Adjutant General for CFC Command Group activities).

c. **USFK Command Group** (all US personnel). HQ, USFK Command Group represents the Joint or "J" staff (all US) and includes offices of:

- (1) Commander.
- (2) DCDR.
- (3) CofS.
- (4) DCS.
- (5) Assistant Deputy Chief of Staff (ADCS).
- (6) CSM.
- (7) Secretary Joint Staff (SJS).
- (8) Commander's Initiatives Group (CIG, includes CDR's Special Assistant).
- (9) Historian.
- (10) Director of Safety.
- (11) Status of Forces Agreement (SOFA) Secretariat.

(12) USFK Liaison Office (Washington, D.C.).

d. Delegation of signature authority. The staff principals authorized command signature authority (i.e., FOR THE COMMANDER:) are: DCDR, CofS, DCS, and ADCS for the purpose of issuing official orders; and C/J3 for exercise tasking and directives. All staff principals may correspond on technical subjects within their own staff channels without using the FOR THE COMMANDER line.

2-3. The Role Of The Secretary Combined Joint Staff

The SCJS organizes the flow of information within the HQ in direct support of the Command Group. The goals of the SCJS are to:

- a. Ensure that Command Group guidance, taskings, and information reach the appropriate level, and responses are monitored as required.
- b. Ensure that the Command Group is kept informed of schedule changes and emerging requirements.
- c. Manage correspondence flow into the Command Group.

2-4. Tasker Process

a. Formal Taskers. A tracking number and suspense date will be assigned by SCJS to formal taskers on THQ Form 4011 (SCJS Tasker). Any attachments to the original tasker can be accessed via the "Attachments" tab.

(1) Taskers that originate with USFK CofS in the capacity of Commanding General, Eighth United States Army (CG, Eighth Army) will be routed through Eighth Army Secretary of the General Staff (SGS), and not through SCJS.

(2) Figure 2-1 is an example of a tasker. Explanations are as follows:

- (a) Denotes staff that originated Tasker.
- (b) Suspense Date is date desired staff action is due to SCJS Admin.
- (c) From: Office that originated Tasker.
- (d) Date/Time Tasker written.
- (e) Tasker Subject.
- (f) Tasker tracking number. All Command Group offices use this tracking number.
- (g) Staff Action Control Officer (SACO) assigned.
- (h) Security Classification.
- (i) Office of Primary Responsibility (OPR). Responsible for tasked action and any coordination to complete this action.
- (j) Office of Coordinating Responsibility (OCR). Communicates and coordinates with OPR to complete the desired action.
- (k) Information (INFO). Will be informed of progress and actions taken to complete Tasker.
- (l) Desired action to complete Tasker.

(m) Remarks. Explanation of Tasker, desired action, and any additional information to assist in completing Tasker.

b. CDR Taskers. CDR taskers comprise the majority of taskers that are captured during CDR meetings or events by the Special Assistant (SA), CIG, or SCJS. These taskers will be published for tracking on the unclassified or classified tasker trackers based on subject for accountability. CDR taskers can only be closed by the CDR, and will be tracked as blue on the daily tasker tracker published by SCJS Admin.

2-5. Suspense / Document Control System

SCJS Admin maintains the Staff Action Tracking database for suspense tracking and document control. Its two functions are:

a. Suspense tracking. Input to the suspense database is accomplished by SCJS, utilizing a THQ Form 4011 (Figure 2-1). Each staff section should use the report to manage their suspenses. Notify the SCJS SACO of any discrepancies.

b. Document control. All documents received by SCJS are assigned a control number. The control number and minimal information regarding the document are input into a database. The document is tracked and updated in the tracking database by each administrator of the respective Command Group offices the package is staffed through. After the final Command Group office completes the required action, the document is returned to SCJS, logged out and then sent back to the originating office.

2-6. Transfer Of A Tasking

a. In order to transfer a tasking from one staff section to another, coordination will be made through the SCJS Staff Action Control Officer (SACO) identified on the THQ Form 4011.

b. SCJS SACO will coordinate with the appropriate Command Group office to task a different organization or staff section and publish a revised tasker to formalize the transfer of responsibility.

c. When two staff sections agree on the transfer, point of contact (POC) information will also be provided to SCJS. If the staff section that should hold primary responsibility for the tasking is known, coordinate with the staff section prior to returning the tasker to SCJS.

UNC/CFC/USFK Secretary Combined Joint Staff Tasker

SECRETARY COMBINED JOINT STAFF TASKER															
(UNC/CFC/USFK MEMO 25-50)															
<input type="checkbox"/> UNC			<input type="checkbox"/> CFC			<input checked="" type="checkbox"/> USFK			1		2		Suspense Date: 15 APR 2007		
3 From: <u>CDR UNC/CFC/USFK</u> 4 Date: 2/15/2007, 10:38:03 AM								TASKER #:							
6 Subject: COMMAND SPONSORSHIP APPORTIONMENT								5 070174							
SACO NAME/PHONE NO: SCJS-MSgt Hudson/723-5225 7								Classification: UNCLASSIFIED 8							
AGENCY	GPR	OCR	INFO	AGENCY	GPR	OCR	INFO	AGENCY	GPR	OCR	INFO	AGENCY	GPR	OCR	INFO
USFK	9	10	11	RM Resource Mgt				UNC				UNCMAC-LAG			
DCDR				SA Special Adv				UNCMAC-SM				UNCMAC-K			
CS				FKSF Safety				UNCMAC				CDR UNCSB			
DCS				FKSL Special LNO				UNC (REAR)				UNCSA			
ADCS				FED Eng Far East Dist											
CSM				JUSMAG-K (MK)											
CG EUSA		X		TRANSCOM LNO											
CDR CNFK		X		FKHO CMD Hist											
CDR USAFK		X		FKIG Inspector Gen			X								
CDR MARFOR-K		X		SUSLAK											
CDR SOCKOR		X		FKSG Surgeon											
J1	XX			CFC				OTHER							
J2				DCINC				AAFES							
J3				CFCS				EUSA							
J4				CFDS				EUSA SGS							
J5				ACC				RED CROSS							
J6				CMFC				IMCOM-K			X				
FKAG Adjutant General				GCC				501 st MI BDE							
FKAQ Acquisition Mgt				NCC				FED							
FKCJ Secretary CJ Staff				CUWTF				DdDDS							
FKCH Chaplain				C1				USO							
FKCIG Initiatives Group				C2				DHL							
FKCC-SACC				C3				DECA							
FKCS-EO				C4				GSA							
FKCS-SO Science Adv				C5											
FKCS-IR Internal Review				C6				U-STAFF							
FKDC-SA SOFA				CFEN				U1							
FKEN Engineer				CFHQ				U2							
FKFC Finance				CFJA				U3							
FKJA Judge Advocate				CFPA				U4							
FKPA Public Affairs				CFCIG				U5							
FKPM Provost Marshal				CFCJ				U6							
				CFHO											
<input type="checkbox"/> Memorandum <input type="checkbox"/> Executive Summary <input type="checkbox"/> Information Paper <input type="checkbox"/> Position Paper <input type="checkbox"/> Decision Paper <input type="checkbox"/> Message <input type="checkbox"/> Prepare Briefing <input type="checkbox"/> Schedule Briefing <input type="checkbox"/> Read Ahead...Event Date <input type="checkbox"/> E-Mail <input type="checkbox"/> Other															
13 REMARKS:															
Tasker forwarded to your office via NIPR. OPR for this tasker is FkJ1, Mr. Peter Mann @ mannp@korea.army.mil or 723-3237. Classified attachments will not be accessible on NIPR. To close a tasker, please email SCJS at one of the addresses listed below; for extensions, contact the tasker's originator and/or action officer (i.e. PACOM, JCS) and provide SCJS a copy of the originator's/action officer's approval of your extension request to the email address listed below. NIPR: SCJSCalendar@korea.army.mil SIPR: USFKSCJS2@SDMSSEOUL.korea.army.smil.mil (or SIPR Global Name: "USFK SCJS") Please include this tasker number when asking for extensions and/or closing the tasker with SCJS.															

THQ FORM 4011 1 AUG 99

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE

Figure 2-1. Sample of a completed Form 4011

UNC/CFC/USFK Secretary Combined Joint Staff Tasker

SECRETARY COMBINED JOINT STAFF TASKER <small>(UNC/CFC/USFK MEMO 25-50)</small>														
<input type="checkbox"/> UNC			<input type="checkbox"/> CFC			<input type="checkbox"/> USFK			Suspense Date:					
FROM: CDR UNC/CFC/USFK						DATE: <input style="width: 100px;" type="text"/>			TASKER #:					
Subject:														
SACO NAME/PHONE NO:						Classification:								
AGENCY		OPR	OCR	INFO	AGENCY		OPR	OCR	INFO	AGENCY		OPR	OCR	INFO
USFK					UNC					OTHER				
CDR					FKPM - PROV MARSHALL					UNCMAC				
DCDR					FKRM - RESOURCE MGT					UNCMAC - LAG				
CS					FKSA - SPECIAL ADVSR					UNCMAC-SM				
DCS					FKSF - SAFETY					UNCMAC-K				
ADCS					FKSG - SURGEON					CDR UNCSB				
CSM					FKSL - SPECIAL LNO					UNC (REAR)				
CG EUSA					FED - ENG FAR E. DST									
CDR CNFK - NAVY					JUSMAG-K - (MK)									
CDR USAFK - 7AF					TRANSCOM LNO									
CDR MARFOR-K - MARINE														
CDR SOCKOR - SPL OPS														
CFC					OTHER					USTAFF				
J1					DCDR					SACO				
J2					CFC3					EUSA				
J3					CFDS					EUSA SGS				
J4					ACC					EUSA IG				
J5					CMFC					IMCOM-K				
J6					GCC					KBSC				
J7					NCC					DHRM - CPAC				
FKAQ - AQ MGT					C1					RED CROSS				
FKCJ - SCJS					C2					ROK SCJS				
FKCJ - PROTOCOL					C3					501 ST MI BDE				
FKCH - CHPL					C4									
FKCIG - CDR'S INIT GRP					C5									
FKCC - SW SP WRITER					C6									
FKCS - EQL OPP					CFEN									
FKCS - SO SCIENCE ADV					CFHQ									
FKCS - IR INTERNAL REV					CFJA									
FKDC - SA SOFA					CFPA					U1				
FKEN - ENGINEER					CFCIG					U2				
FKFC - FINANCE					CFCJ					U3				
FKHO - CMD HIST					CFHO					U4				
FKIG - INSP GENERAL					CFPM					U5				
FKJA - JUDGE ADVOCATE					CFRM					U6				
FKPA - PUBLIC AFFS														

Memorandum
 Executive Summary
 Information Paper
 Position Paper
 Decision Paper
 Message
 Prepare Briefing
 Schedule Briefing
 Read Ahead...Event Date _____
 E-Mail
 Other

REMARKS:
 OPR for this tasker is:
 Tasker forwarded to your office via NIPR. Classified attachments will not be accessible on NIPR. To close a tasker, please email SCJS at one of the addresses listed below; for extensions, contact the tasker's originator and/or action officer (i.e. PACOM, JCS) and provide SCJS a copy of the originator's/action officer's approval of your extension request to the email address listed below.

 NIPR: SCJSCalendar@korea.army.mil
 SIPR: USFKSCJS2@korea.army.smil.mil (SIPR Global Name: "USFK SCJS")

 Please include this tasker number when asking for extensions and/or closing the tasker with SCJS.

THQ Form 4011
1 AUG 00

PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE

Figure 2-2. Sample of a Blank Form THQ 4011

2-7. Suspenses

Command Group members establish suspenses to regulate the priority of work. Higher HQ may also establish suspenses that change staff priorities. All directorates should meet all possible suspenses. If it is anticipated that the suspense will not be met, the OPR Action Officer will request an extension.

a. To extend a suspense from a higher HQ, contact the tasker's originator and then advise the SCJS SACO of the adjusted suspense date when approved.

b. To extend Command Group suspenses, contact a SACO within the SCJS. Action Officers will coordinate extensions through their own staff.

c. Interim replies are highly encouraged if extensions are requested.

d. If a verbal response or direct communiqué to a Command Group member satisfies a suspense, the Action Officer will immediately notify the USFK SCJS organizational e-mail box via a NIPR/SIPR with the tasker information and confirmation from that Command Group authority who verbally closed the tasker.

e. CDR Taskers can only be closed at the discretion of the Commander, UNC/CFC/USFK.

2-8. USFK Tasker Tracker

SCJS will forward a daily tasker tracker (Figure 2-5) to all directorates, deputies, and XOs. Directorates should use this tool to manage external suspenses back to the Command Group.

a. Unclassified Tracker. The unclassified tasker tracker will be forwarded via NIPR daily and will track all internal and external unclassified taskers to the command. It can also be accessed via: <https://usfkportal/C3/Taskers/Document%20Library/USFK%20TASKERS.htm>
If you are not on the Korea Domain you can also access the USFK Tasker Tracker thru: <https://usfkportalpublic.korea.army.mil>

b. Classified Tracker. The classified tasker tracker will be forwarded daily via SIPR and will track all classified and select unclassified taskers as designated by the originator. You can also access this product via the SIPR portal, from the USFK portal Homepage, under SCJS.

c. Color Coding. (See Figure 2-5)

(1) Routine taskers within suspense are coded black.

(2) CDR Taskers within suspense are coded blue.

(3) All taskers with a busted suspense date are coded red.

(4) For routine taskers, once a response is submitted for Command Group consideration, the tasker will turn green.

(5) For Community Visit Taskers, the tasker will remain red if past due until the OPR response is submitted to the DCS for review. Once the response is with the DCS, it will turn green.

Daily USFK Tasker Tracker

UNCLASSIFIED

USFK TASKER TRACKER

24 Mar 08

To report completion or to report an extension:

NIPR E-mail: [CLICK HERE TO EMAIL SCJS](#)

SIPR E-mail: USFKSCJS2@korea.army.smil.mil

SIPR Global Name: [USFK SCJS](#)

Taskers in red are past due.

Taskers in green have been received and are being processed by DCS.

Community Visit status is only changed through a CV Point Paper to SCJS. Approved interim/final responses are posted on the USFK website <http://www.usfk.mil/usfk/acv/index.html>

<u>Tasker #</u>	<u>Current Susp</u>	<u>Interim Rec'd</u>	<u>Original Susp</u>	<u>OPR</u>	<u>Subject</u>
CDR-060853			27 Jul 06	SEE BELOW	Commander's Tasker - Area III USAG Humphreys Community Visit
K	IMMEDIATE		"	EUSA	Family Housing: ¼ JTR Restrictions on Household Goods
CDR-061250			15 Nov 06	SEE BELOW	Commander's Tasker – Area II Yongsan Community Visit
F	IMMEDIATE	Feb 07	"	IMCOM-K	Family Housing: Repair & Maintenance of Leased Govt Qtrs in Hannam Village (OCR: FED, SJA)
CDR-060784			06 Jul 06	SEE BELOW	Commander's Tasker – Area IV Daegu Community Visit
M	IMMEDIATE	Aug 07	"	IMCOM-K	Army Community Services – Adequacy of Staffing (OCR: EUSA)

Figure 2-3. Sample of a USFK Tasker Tracker

2-9. Commander's Community Visit (CV) Taskers

a. CDR conducts regular visits to USFK Area Commands and hosts question and answer sessions with the local Servicemembers and dependents. Questions and issues which arise from the visits are tasked to appropriate agencies or directorates to determine answers, solutions, or potential courses of actions.

b. Once a visit is complete, CDR Special Assistant (SA) will forward the CDR-identified issues and specified tasks to SCJS for review and reformatting. SCJS SACO will reformat issues and tasks, make recommendations for appropriate OPRs and OCRs and suspense date, and return to SCJS, ADCS, and CDR SA for approval. Once approved, taskers will be published formally and posted to the official USFK website (<http://www.usfk.mil/usfk/acv/index.html>).

c. Response Submission. (See Figure 2-4 for flowchart.)

Community Visit Response Process Flowchart

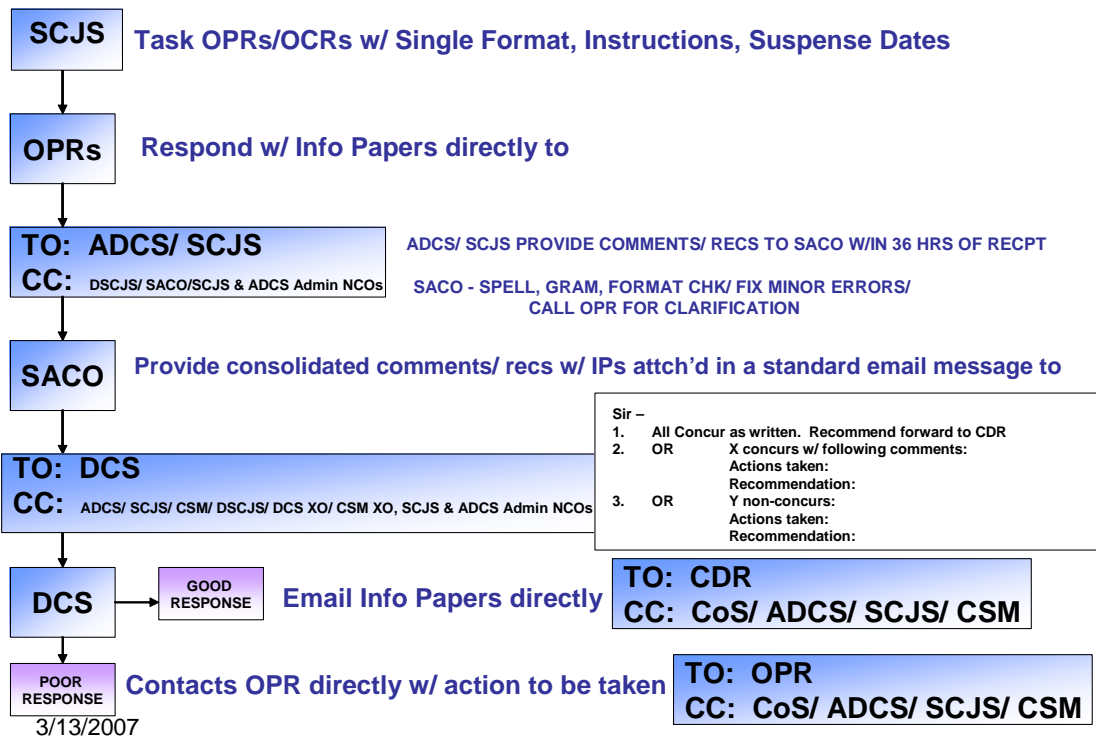


Figure 2-4. Commander Community Visit Response Flowchart

(1) OPRs will submit responses using the special Community Visit Response Point Paper format (Figure 2-5).

(2) CV Point Paper responses will be emailed by the OPR directly to SCJS/ADCS and courtesy copied to the Deputy SCJS, assigned SACO, and SCJS Admin.

(3) Once received, SACO will check for proper formatting, grammar and spelling, in addition to checking to see if all aspects of the CDR tasker are addressed. SACO will contact OPR for clarification of issues or for revision of deficient responses.

(4) CDR CV Taskers will be carried on the daily USFK Unclassified Tasker Tracker as blue (within suspense) or red (past suspense) until the response goes forward to the DCS for review. Tasker will be turned green (processing in the Command Group) at that time.

d. Once the interim or final response is determined by the SACO to be sufficient, SACO forwards response to ADCS and SCJS for review and comments.

e. When ADCS and SCJS concur with the response (with or without comments), SACO will forward response to DCS with recommendation and consolidated comments, and courtesy copy CSM, SCJS, ADCS, Deputy SCJS, DCS XO, and all administrative NCOs. Once response moves forward to DCS, the specific tasker will be turned green on the daily tasker tracker by SCJS Admin.

f. When ADCS and/or SCJS non-concur, response will be returned to OPR for further revision. Resubmission will be accomplished in the same manner as specified above.

g. Once CDR accepts the submitted response, the interim or final response will be posted to the official USFK Community Visit website and tasker closed as appropriate.

Commander's Community Visit Response Point Paper

<p style="text-align: center;">POINT PAPER</p> <p style="text-align: center;">Area # (Community) Visit: Date</p> <p style="text-align: center;">(CDR-Task #)</p> <p><u>SUBJECT:</u> (The verbatim one-line issue from the Tasking)</p> <p><u>PURPOSE:</u></p> <p><u>TASK:</u> (The verbatim task from the Tasking)</p> <p><u>ISSUE:</u> (The verbatim "Discussion" from the Tasking)</p> <p><u>BLUF:</u> This is a final or interim response. (State up front whether this is a final or interim response in boldface. Then, a brief statement of the current status of the issue and action being taken to resolve the issue)</p> <p><u>DISCUSSION:</u></p> <ul style="list-style-type: none">- (Major Point)<ul style="list-style-type: none">-- (Supporting Point)<ul style="list-style-type: none">--- (Tertiary Point)--- (Major Point)<ul style="list-style-type: none">------ <p><u>CONCLUSION:</u></p> <p><u>RESOURCE IMPACTS:</u></p> <p><u>RECOMMENDATION:</u></p> <p><u>POINT OF CONTACT:</u> (Author's name, email address and phone number)</p> <p style="text-align: right;">NAME OF STAFF PRINCIPAL/O-6 Rank, Service Position</p> <p style="text-align: right;"><i>(As of Date)</i></p>
--

Figure 2-5. Sample of Blank CDR's Community Visit Response Point Paper

2-10. USFK Policy Letters

Current USFK Policy Letters are maintained on the USFK Website under the Command Policies tab located at <http://www.usfk.mil/usfk/index.html?usfk/contents/policies.html>. When the Commander directs a new policy letter be created, existing one be revised, or OPR determines that an existing one must be revised, the tasked OPR is required to staff the policy letter first through the component commands, then through the USFK Staff Judge Advocate and Public Affairs Officer. Upon completion of coordination, OPR will submit the policy letter along with Staff Summary Sheet (annotated with all concurrences, non-concurrences, and comments) to SCJS Admin for Command Group staffing and approval. Once approved, the new or revised policy letter will be e-mailed to Distribution A by SCJS Admin and posted to the USFK Website.

2-11. Command Publications

All UNC/CFC/USFK joint and combined publications and USFK/Eighth Army command publications must be edited and finalized by Publications and Records Management (PRM). PRM provides editing services, translation services, and maintains the record set for command publications and forms. Proponents should contact this office when preparing to staff or revise a publication or form to ensure proper procedures are followed at eusag1prm@korea.army.mil. This will prevent confusion and save work for all involved. Proper editing will produce a quality product for the final approval authority and ensure the list of command publications and forms is current. USFK J1 Data Management Division conducts an annual review of all USFK publications and identifies those that are outdated to the proponent. The proponent for the publication will then determine whether the publication should be revised or rescinded.

2-12. Meetings and Other Command Group Events

Personnel will be seated no later than 10 minutes prior to the published start time for all meetings that the COMMANDER, DCDR, CofS, or DCS host.

2-13. Recurring Meetings Calendar Matrix

The matrix below (Figure 2-6) outlines the recurring meetings within UNC/CFC/USFK.

UNC/CFC/USFK Recurring Meetings

Monday	Tuesday	Wednesday	Thursday	Friday
<p>1000: Deputies Meeting hb ADCS (CR215); 2nd & 4th week</p> <p>1055: MAC Meeting hb ADCS (CR215); 2nd & 4th week</p> <p>1330: C-Staff Update hb CofS (CR215)</p>	<p>0800: DV Update hb CofS (CofS Office)</p> <p>0930: USFK Update hb CofS (CR215)</p> <p>0930: U-Staff Update hb CDR (CBS Rm); 3rd week</p>	<p>0930: J-Staff Update hb CDR (CR215)</p> <p>1500: DV Update hb CDR (CDR Office)</p>		

Figure 2-6. Sample of UNC/CFC/USFK Recurring Weekly/Monthly Meetings

2-14. Staff Updates

- a. Staff inputs for all updates are due 24 hours prior to the update.
- b. **USFK Update.** Every Tuesday, 0930 hours; hosted by the CofS. The intent of the meeting is for USFK staff principals to provide the CofS with updates of their near-term events and initiatives.
- c. **Combined Staff (C-Staff) Update.** Normally held every Monday, 1330 hours. The update is normally hosted by the CofS and attended by the staff principal from each CFC staff section/element.
- d. **Joint Staff (J-Staff) Update (US only).** Normally held every Tuesday morning, 0930; hosted by the COMMANDER, or the Deputy Commander in his absence. The intent of the meeting is for the Joint Staff principals to provide the COMMANDER with updates of their near-term objectives and issues.
- e. **U-Staff Update.** Normally occurs every third Tuesday of the month in lieu of the USFK Update. Hosted by the COMMANDER.

2-15. Distinguished Visitor (DV) Update

Weekly brief to the COMMANDER, CofS, and DCS; may be attended by select staff principals. Mandatory attendees are the OPR/Action Officer for each DV. The Chief, Protocol Branch moderates the meeting while the OPR/Action Officer for each DV briefs the DV's itinerary and receives guidance from the CDR or CoS. Normally held on Tuesdays for the CofS and DCS; Wednesday for the COMMANDER.

2-16. Deputies Meeting

Normally held every second and fourth Monday of the month, at 1000 hours; hosted by the ADCS with USFK deputies and/or staff executive officers (XOs) present. The purpose is to review the NIPR/SIPR taskers and to synchronize administrative procedures, disseminate Command Group policy and/or guidance, and receive recommendations and input from Deputies/XOs. Deputies/XOs are expected to share distributed information within their command, agency, or staff directorate.

2-17. Master Activities Calendar (MAC) Meeting

The MAC meeting will be held bi-weekly, immediately following the Deputies Meetings, and will be used to synchronize the raw data submitted for addition to the MAC. Although classification will be "For Official Use Only" (FOUO), the calendar will be distributed over SIPRNET (http://www.usfk.army.smil.mil/usfk/command_group/scjs/index.cfm), CENTRIX, and in hard copy to stakeholders without SIPRNET or CENTRIX access. The MAC will not be transmitted over NIPRNET under any circumstances. The MAC meeting will be a forum for coordinated review and will be used to deconflict events and to approve recent additions to the MAC. The MAC meetings will be chaired by the ADCS and attended by the staff deputies, component representatives, and stakeholder representative who are prepared to explain their requests for inclusion on the MAC. After updating during the MAC meeting, an approved calendar will be posted on SIPRNET and CENTRIX and a hardcopy provided to designated non-military offices by their respective staff/component POCs.

2-18. Significant Events Calendars

In order to minimize conflicting schedules, staff elements are required to coordinate and input events affecting the Command Group with the SCJS as a part of their normal planning process.

The SCJS generates and distributes a four-month planning calendar every Friday to Command Group executive officers detailing the functional event OPR and the SACO or Protocol officer assigned to the event.

2-19. Master Activities Calendar

The Master Activities Calendar (MAC) can be viewed and downloaded directly of the USFK SIPR homepage under the "Master Activities Calendar" link. The MAC is used to deconflict and synchronize activities across the UNC/CFC/USFK Staffs and Component Commands. It is a 2-yr top-driven tool to provide information and predictability in a single source document representative of Major Events across the Command prioritized by higher elements (Stakeholders) outside the Command, Components within the Command, and special interest groups affecting the Command. The MAC is not the Commander's Calendar. Although many events on the calendar may require the attendance of the Commander, these are not the only events to be portrayed. The MAC is by nature event-centric because of the resources required to make numerous events occur across the Command.

a. The UNC/CFC/USFK Chief of Staff is the Office of Primary Responsibility (OPR) for the MAC. The UNC/USFK Deputy CofS is responsible for ensuring the validity of information provided. The Secretary Combined Joint Staff is responsible for editing and posting the MAC.

b. Classification. Events for the MAC are unclassified to facilitate the dissemination of information across the Command. The MAC is an UNCLASSIFIED document with information considered sensitive and will be clearly marked FOR OFFICIAL USE ONLY; will only be posted or transmitted on SIPRNET and CENTRIX; and will be safeguarded appropriately. The MAC will always be treated as a sensitive document due to the scope and nature of the document. Classified or sensitive events such as major training exercises may be listed as blank items with no other details. Input to the MAC must be screened at the senior supervisor, Colonel/O-6 level by each individual command/staff section/organization to ensure it is unclassified and releasable to both US and ROK members of CFC.

c. Events. Stakeholders, staffs, components, and special interest groups have a responsibility to provide timely and accurate inputs to the MAC. These inputs must be screened by a senior supervisor at the Colonel/O-6 level, or equivalent, prior to submission.

(1) Long Range Events. This is the outlook for 12 to 24 months based upon known or anticipated events requiring visibility across UNC/CFC/USFK. These events are placed on the MAC as "Tentative" events until they are confirmed or removed. By looking at the previous year, one can build a fairly accurate template for the next year. This template will be built and populated with systemic events from the current MAC on the same days as they occur this year and labeled as "Tentative" until dates gain fidelity.

(2) Intermediate Range Events. Those events in the 6-12 month window. The expectation is that these events are no longer tentative, but will occur.

(3) Short Range Events. These events are within the 6-month window and should no longer be tentative. These events have dedicated assets and plans for resourcing and coverage by the Staffs/Commands including the involvement of the Command Group if required. Changes to short range events should be avoided if at all possible. Changes to short range events may result in event conflicts and may need to be elevated to the Deputy Chief of Staff or Chief of Staff for resolution.

(4) Event Criteria. All information submitted will not always be portrayed on the MAC. Calendar space is limited and the criteria for appropriate events restricts which ones are put on the MAC. The events included in the MAC do not automatically require Commander involvement. Criteria for MAC events are:

(a) Combined events involving ROK-US leadership.

(b) Horizontal Events. Events impacting multiple components across UNC/CFC/USFK by either leadership or units. (e.g., CFC exercises).

(c) Vertical Events. Events having significant impact on UNC/CFC/USFK through the involvement of a single component. (e.g., Osan Air Show, Service Balls, KATUSA Friendship Week).

(d) Recurring Events.

- Key events.
- Visits by DVs.
- ROK Joint Chiefs of Staff major training exercises and key events.
- Significant, unclassified North or South Korean historical dates and training cycles.
- ROK and US Holidays.
- Community Relations (COMREL) events.
- Trips and Conferences.
- Office of the Secretary of Defense (OSD); Joint Chiefs of Staff (JCS); and Pacific Command (PACOM) major training exercises and key events.
- ROK/US political events (ROK Ministry of National Defense (MND); US Department of State (DoS); US Embassy; elections).
- Community/garrison events.
- Department of Defense Dependents Schools (DODDS) events.
- Morale Welfare and Recreation (MWR) events.
- Family Readiness Group (FRG) events.
- Armed Forces Spouses Club (AFSC) events
- Theater-level O-6 and above changes of command/responsibility ceremonies.
- Good Neighbor Program (GNP) events.

(5) Event Management. Any agency can have input to the MAC if there is an appropriate significant event to portray. The U/C/J and Special Staffs are responsible for allocating space for appropriate events required by their sections, higher HQs, and other stakeholders and special interest groups. Calendar inputs and updates are accomplished by the following process:

(a) Daily. Stakeholders submit events to their responsible primary/special staffs or components. Primary/special staffs and component commands compile event inputs and submit individual input forms to the Secretary Combined Joint Staff (SCJS).

(b) Weekly. SCJS compiles, sorts, and checks releasability/classification of the event requests received and places them on a spreadsheet.

(c) Bi-Monthly. Participants must review the changes prior to the MAC meeting to provide input/comment on additions/changes. The calendar will be updated after the bi-weekly Deputies Meetings to reflect approved changes to events already posted to the calendar or to submit approved additions. Participants can print hard copy of the current MAC calendar from the SIPRNET/ CENTRIX websites. The final pages of the MAC contain the spreadsheet of additions and changes which have been submitted since the last MAC meeting.

(6) Event Submission

(a) Primary/special staffs and component commands will provide their inputs for the MAC to the Secretary Combined Joint Staff by completing a MAC Input Form (Figure 2-7) for each event. This form can be found on both USFK SIPR and CENTRIX homepages (follow the MAC link) and submitted by clicking on the "Submit by Email" button at the top right corner of the form.

(b) The MAC Input Form is accessible from the SIPRNET and CENTRIX domains. Any information submitted via the MAC Input Form must be staffed through the requesting organization's Colonel/O-6 level Staff Deputy, or equivalent, for screening and approval prior to emailing it to the SCJS. Input Forms not coordinated at that level will be returned to the requestor with no action taken. Properly coordinated Input Forms will be compiled and submitted for review at the Deputies Meetings.

(c) Information should be provided in the following format if no Input Form is available, or as an update to information already submitted.

- Event Name
- Inclusive Dates (Tentative if not finalized)
- OPR
- POC Name, email address, phone number

(d) Notes Box. In order to provide as much information as possible for staff synchronization, events that do not meet the MAC criteria but are still worthy of visibility will be displayed in a Notes box that appears on each calendar month.

(e) MAC inputs that are not properly staffed through O-6 leadership and/or not submitted via the MAC submission form will not be discussed at the MAC meeting and will not be included on the MAC. Key staff and stakeholders must attend the MAC meeting, and must be

prepared to discuss or defend their event submission. If they do not attend, their event may not be placed on the MAC.

Master Activity Calendar (MAC) Input Form

<input type="button" value="Print Form"/>		<input type="button" value="Submit by Email"/>	
<h2>MASTER ACTIVITY CALENDAR INPUT FORM</h2>			
From:	_____	Fax Number:	_____
Duty Number:	_____		
Email:	_____		
Date/Time Field	<input type="text"/>	Event:	_____
Unit	<input type="text"/>	Input	<input type="text"/>
Location:	_____	Classified:	<input type="text"/>
<h3>EVENT DESCRIPTION</h3>			

Figure 2-7. Sample MAC Input Form

(7) Event Responsibilities. These staff sections are responsible for the collection, screening and submission of their own events as well as the events of the listed stakeholders/special interest groups.

(a) Command Group.

(b) U-Staff: UNC.

(c) C-Staff: CFC (especially ROK events); MND; ROK JCS; Ground Component Command (GCC); Air Component Command (ACC); Naval Component Command (NCC); Marine Component Command (MCC); Combined Unconventional Warfare Task Force (CUWTF)

(d) J-Staff: USFK and US CFC events

(e) CJ-1: DODDS; AFSC; Red Cross; Safety; Good Neighbor Program (GNP).

(f) CJ-3: Departments of the Army, Navy, and Air Force; PACOM; and training, exercise and operational events for Department of Defense (DOD), OSD, JCS

(g) CJ-5: Pol-Mil events involving US Government (USG), JCS, ROK Government (ROKG) or other national governments OSD.

(h) PAO: Korean Friendship Organizations; COMREL; United Services Organization (USO), and COMREL oriented GNP events.

(i) FKEN: Far East District Army Corps of Engineers (FED).

(j) Eighth Army, Marine Forces Korea (MARFORK), Naval Forces Korea (NAVFOR-K), Seventh Air Force (7AF), SOCKOR: Family Readiness Groups (FRGs) or component equivalent groups.

(k) Installation Management Command, Korea (IMCOM-K): Army Morale, Welfare, and Recreation (MWR); and Army military garrisons/communities.

(8) Event Approval. The ADCS will be the final approval at the MAC meeting to decide if events meet the criteria to be placed on the MAC. Any unresolved conflicts will be elevated to the Deputy Chief of Staff or Chief of Staff.

2-20. Staff Absences

a. SCJS tracks the absences of UNC/CFC/USFK general/flag officers and staff principals. Projected absences (leave and temporary duty) will be reported to the SCJS immediately when known and will include the name of a representative who will act in the principal's absence.

b. Staff principals traveling to Washington, DC, will notify the USFK Liaison Officer in the Pentagon, commercial phone (703) 614-3475 or DSN 224-3475, upon arrival. The USFK Liaison Officer must be able to contact the staff principal about acting as courier for completed actions back to Korea.

2-21. Key Personnel Roster

The Protocol Branch prepares a FOR OFFICIAL USE ONLY (FOUO) quarterly key personnel roster compiled from Korea-wide sources. Contact the Protocol Branch Secretary (723-3588) to request information and to provide updates. Updates will be requested prior to publishing.

2-22. Colonels Roster

The SCJS secretary maintains and updates the Korea-wide Colonels Roster which includes all GM/GS-15 (NSPS: YC-03) and US promotable O-5 and above. The Colonels Roster is published and distributed the first week of each quarter; changes will be submitted no later than the Monday of the last week of the quarter. Agency deputies and XO's are required to provide changes to the secretary of the SCJS as they occur, in the format shown in Figure 2-8. This document is FOUO with distribution and dissemination restricted under the Privacy Act of 1974.

**Secretary Combined Joint Staff
(UNC/CFC/USFK)**

Request each staff complete the following information on all US promotable O-5 & above, and all GM/GS15 (NSPS: YC-03) & above assigned or attached, and return to SCJS via FAX: 725-9231 or E-mail: scjs@korea.army.mil).

RANK W/NAME:

PREDECESSOR'S NAME:

DATE OF LAST EVALUATION (OER/OPR/NFR/PES):

NICKNAME:

BIRTHDAY (MMM/DD):

POSITION:

E-MAIL ADDRESS:

SERVICE:

ARRIVAL DATE (MMM/DD/YY):

DEROS (MMM/DD/YY):

DOR (MMM/DD/YY):

OFC TELE#:

QTRS TELE#:

OFC FAX#:

MAILING ADD (OFFICIAL):

QTRS BLDG#:

IF YOUR FAMILY IS IN KOREA, FILL OUT FOLLOWING INFORMATION:

SPOUSE NAME:

SPOUSE NICKNAME:

SPOUSE BIRTHDAY (MMM/DD):

WEDDING ANNIVERSARY (MMM/DD):

NUMBER OF CHILDREN:

*Note: Please complete as much information as known concerning your replacement if applicable.

PRIVACY ACT OF 1974

THIS INFORMATION IS FOR INTERNAL USE BY INDIVIDUALS HAVING A NEED TO KNOW. PERSONAL INFORMATION CONTAINED HEREIN WILL NOT BE DISCLOSED TO OUTSIDE SOURCES WITHOUT PERMISSION OF THE INDIVIDUAL CONCERNED. THIS INFORMATION WILL BE SAFEGUARDED IN ACCORDANCE WITH PARA 4-4, AR 340-21.

Figure 2-8. Sample Colonel's Roster Input Form (Blank)

Chapter 3 Staffing Guidelines

3-1. General

This chapter defines staff administrative procedures and outlines specific requirements to support the Commander and Command Group. This chapter also provides the standard for processing actions among the staff and to the Command Group.

3-2. Staff Proponents

Understanding who does what is critical in this multi-command HQ. Part I, Organizations and Functions Manual, Joint Manpower Program, HQ UNC/CFC, and Part I, Organizations and Functions Manual, Joint Manpower Program, HQ USFK, address staff functions and identify the responsible staff element for specific issues.

3-3. Coordination

Coordination is an essential part of all staff actions. Coordination ensures sound recommendations are provided to decision-makers and keeps the staff fully informed. Budgetary, legal, or administrative impact must be considered by all agencies that have collateral interest. Coordination is documented on the appropriate command Staff Summary Sheet (SSS). See paragraph 4-3 and Figure 4-1 for SSS instructions and example.

a. Minimum requirements.

(1) The staff principal or designated representative will coordinate with other staff sections or directorates as required on all staff actions sent to the Command Group.

(2) The SSS must contain at least three paragraphs in the following order: RECOMMENDATION, DISCUSSION, and RESOURCE IMPACT.

(3) Internal (within staff directorates) coordination is not included on actions forwarded to the Command Group. In other words, do not show the coordination that has occurred within your own staff section on the SSS.

(4) **Failure by a staff section to respond to coordination will not be accepted as concurrence.** Coordinating staff element(s) should elevate a lack of response by any coordinating staff element(s) to the staff principal for resolution. If an email was sent and no response received, action officers need to call the coordinating agency or directorate to gain the response.

b. The following three coordination options are available: "concur", "concur with comment", and "nonconcur".

(1) Concurrence. "Concur" indicates that the coordinating office fully agrees with the recommended action or the substance of the information as presented or stated.

(2) Concur with comment(s). "Concur with comment" allows the staff to address administrative details or make other minor suggestions. The originator of the SSS is responsible to respond to any comments that have been submitted. The SSS package must specify whether the comments were incorporated or not. If comments were not incorporated, the rationale as to why the comments were not incorporated needs to be stated. Statement of comment incorporation or rationale can be included in the SSS itself or in the tab containing the "concur with comment" supporting materials.

(3) Nonconcurrency. "Nonconcur" indicates the coordinating office disagrees with all or part of the proposed action. Nonconcurrency requires:

(a) The staff principal to provide a statement of nonconcurrency to the originator. Each statement of nonconcurrency will be placed at a separate tab.

(b) The originator will address all statements of nonconcurrency prior to forwarding the package to SCJS for submission to the Command Group. This may be accomplished by making a statement on the SSS stating that the nonconcurrency(s) was accepted or that it was not incorporated because (state reason). However, if the nonconcurrency was not incorporated, explain the justification/rationale, and place the justification/rationale for not incorporating the nonconcurrency at the same tab as the nonconcurrency.

(c) All staff coordination supporting materials must be included in the SSS or in a tab(s). All concurrence supporting materials, all concurrence with comments supporting materials (with statement of comment incorporation), and each nonconcurrency must be placed in separate tabs.

3-4. Dual Language Procedures

The CFC official languages are Korean (Hangul) and English. When documents or staff actions require coordination or approval within CFC, dual-language procedures apply. The following general information is provided:

a. Permanent documents, publications, plans, and orders will be prepared in a page-by-page format, with Hangul and English on facing pages. UNC/CFC/USFK Regulation 25-50 is prepared in the page-by-page format.

b. Shorter correspondence, such as SSS(s) or staff actions routed to the CFC Command Group, will use a sequential format (eg., alternating lines/paragraphs of English with Hangul directly beneath).

c. Messages will be prepared in separate, identical Hangul and English versions.

3-5. Staff Coordination Procedures

a. The way in which documents will be routed by SCJS when submitted for Command Group consideration is based on which HQ is identified (e.g., UNC, CFC, or USFK) by a SSS, based on the final recipient's duty position. For example, if a document is sent to the COMMANDER as the Commander, USFK, the document will not be routed through any ROK members of the Command Group. Normally, documents will not be routed through the CSM unless they impact enlisted issues. (Refer to paragraph 2-2). Any documents whose final approval authority is the CofS UNC/USFK will also be forwarded to the DCDR, UNC/USFK as INFO ONLY.

b. Action Officers (AOs) will determine what action or coordination is required prior to submitting the package to SCJS. Suspense dates will be annotated on the SSS if and when appropriate. The AO will coordinate all inter-directorate actions, collect all necessary and required data, and resolve nonconcurrences if possible. If non-concurrence(s) is unresolvable, a consideration of the non-concurrence will be prepared and forwarded along with the non-concurrence as part of the package. AO will prepare the final package and forward for approval to the staff principal. The principal staff officer for the directorate approves and forwards the package to SCJS Admin. SACO will route to appropriate Command Group office.

c. **Electronic Staff Packages.** AOs will make every effort to submit staff packages for Command Group consideration by electronic means. Some packages can only be sent by hard copy (awards, etc), but these are to be the exception rather than the norm.

(1) SSS (UNC/CFC/USFK Form 108) will be submitted in MS Word so that reviewers can annotate their review and/or make minor corrections.

(2) All Tabs will be included with the staff package and will be labeled appropriately (ie., TAB X, TAB A, etc.). Files attached as TAB X (documents to be signed by CDR/DCDR/CofS/DCS) will be submitted in MS Word to allow for corrections to grammar and format to be made before forwarding to the signatory. Supporting documentation (ie., TAB A, TAB B, etc) can be included in any format, but preferred format is as an Adobe Acrobat document (.pdf).

(3) Electronic staff packages will be emailed by the AO to SCJS Admin, signed and encrypted, for review at SCJSESP1@korea.army.mil (NIPR) or USFKSCJS@korea.army.smil.mil (SIPR). If the package is complete and sufficient, SCJS Admin will assign a document control number, enter it into the database and forward to a SACO. The SACO will review for grammatical correctness and format and will annotate on the SSS before forwarding by email to the next designated element of the Command Group with a courtesy copy to SCJS Admin. Successive iterations of review will be conducted in the same manner with each reviewer forwarding to the next designated Command Group element and courtesy copying SCJS Admin. When the office of the signatory is reached and the requested action is taken, office administrative NCOs will return the staff package to SCJS Admin for return to the appropriate AO.

Electronic Staff Package Flowchart

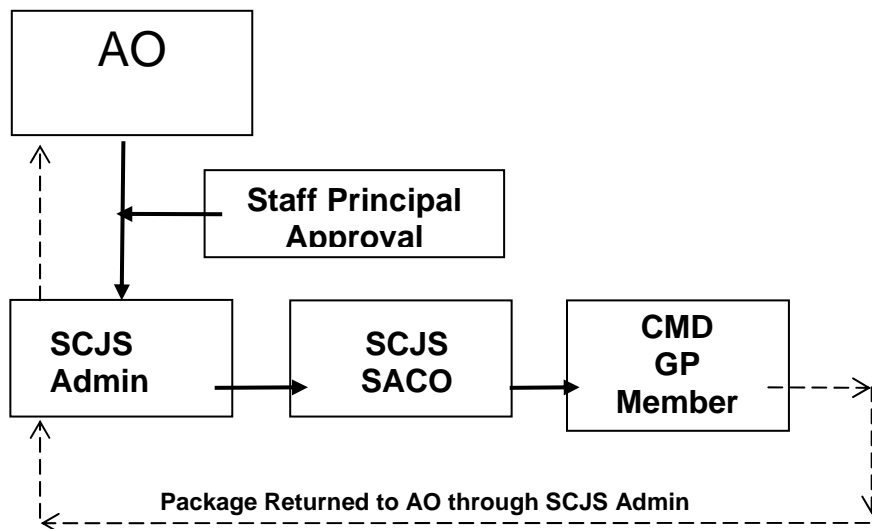


Figure 3-1. Sample of Electronic Staff Package Flowchart

3-6. Command Group Calendar Schedule Request

a. For an event to be placed on the USFK CDR’s calendar, electronically submit a Command Group Calendar Schedule Request Form located on the USFK Homepage, Office of the CDR. The AO will provide a Read Ahead at least three (3) working days prior to the briefing to the Commander’s Initiatives Group (CIG) IAW Chapter 46. The directorate/AO will also ensure that the appropriate meeting room is scheduled; that arrangements are made for audio-visual equipment and operators; that the brief is properly rehearsed; and that all handouts are prepared and in the case of classified materials, collected after the brief.

b. For an event to be placed on the DCDR, CoS, or DCS calendar, the AO needs to coordinate directly with that General Officer's Executive Officer, to include read-ahead requirements. The directorate/AO will also ensure that the appropriate meeting room is scheduled; that arrangements are made for audio-visual equipment and operators; that the brief is properly rehearsed; and that all handouts are prepared and in the case of classified materials, collected after the brief.

Chapter 4 Correspondence Management

4-1. General

This chapter explains the purpose and describes the preparation of UNC/CFC/USFK-unique correspondence. (Refer to AR 25-50 for basic guidance on correspondence management.)

4-2. Memo Pads

Government-furnished memo pads will be used within the HQ only. Handwritten notes may be used in correspondence and are encouraged as an attachment to documents, such as SSSs or memoranda, from principal staff members to the Command Group. Consult Eighth United States Army Information Mgt or your section admin for guidance on obtaining memo pads.

4-3. Staff Summary Sheets

a. A UNC/CFC/USFK Form 108, Staff Summary Sheet (SSS) is required to forward a document (e.g.: EXSUM, Point Papers, and Read Aheads) to the Command Group for action (signature, approval, or information). SSS's may also be used within staff sections as directed by staff principals (Figure 4-1). SSS formats are available on the USFK website (http://8tharmy.korea.army.mil/g1_AG/Programs_Policy/Publication_Records_Forms.htm). Administrative officers within each directorate are responsible for ensuring distribution within their agencies.

b. The ideal staff action package permits the reader to reach a conclusion by reviewing only the SSS and the proposed implementing document. When used as transmittal documents, SSS must state the purpose or requirement being addressed, pertinent background information, and essential rationale for the proposed recommendation. **Present this information as concisely as possible.** The decision-maker should not be forced to read each reference to understand the scope of the problem and the proposed recommendation. The **DISCUSSION** section should not repeat the information found in the proposed implementing document; present only that information which is essential for clarity. References cited will be included as separate tabs with in the package. If necessary, continue the SSS on plain bond paper. Figure 4-4 contains assembly instructions for correspondence packages.

c. Completing a Staff Summary Sheet.

(1) The SSS will reflect the coordination of all involved agencies outside the OPR's staff section. This information is entered in the coordination blocks; if there is insufficient space to do so, enter in the last line "See continuation page" and add a second SSS, placing it behind page one.

(2) If a new local regulation or the publication of a change to an existing regulation is being proposed, the staff package must include a summary of proposed changes as well as a copy of the existing regulation and any supplements in the staff action. On the copy of the existing regulation,

a highlighter may be used to point out where changes are proposed and the AO may neatly write in the change.

(3) Suspense date: This block is left blank unless a higher headquarters has imposed a suspense date. If so, then enter that suspense date.

(4) All enclosures to SSSs will be called tabs and will be briefly summarized (Figure 4-1). Documents referred to in the discussion that are placed at a tab will cite their location. For example, see tab A or (Tab A). Specific guidance on labeling and assembly is shown in Figure 4-2. Results of staff coordination may be shown at tabs when concurrent staffing procedures are used, and all nonconcurrences/consideration of nonconcurrences will be clearly identified and tabbed.

(5) TAB X. The correspondence to be signed or approved. If there is more than one document for signature, use Tab X, X1, X2, etc. The X tabs will be placed at the lower portion of the page and ascend numerically. Additionally, if more than one signature is required from multiple Command Group members, ensure that this is clearly reflected in the RECOMMENDATION section of the SSS. (Example: "That the CofS, USFK sign the DA Form 631 at TAB X; and CDR, USFK sign the DA Form 631 at TAB X and attached award certificate at TAB X1.")

(6) TAB A. Will be the tasking or basic document causing the action. Place Tab A at the top of the page with the subsequent tabs in descending order.

(7) TAB B and on. Beginning with Tab B, the tabs will generally contain technical or substantiating information. Tabs B, etc., will be listed in the order they are discussed on the summary sheet.

(8) If space permits you may address changes, additions, or deletions in the discussion paragraph. You may address concurrence with comments or acceptance of nonconcurrences.

(9) Classification authority and downgrading instructions are required on the SSS when classified information is included. Include "Classified By, Reason, and Declassify on" or "Derived From, Declassify On, and Date of Source." This is **REQUIRED** when classified information is found in either the SSS or enclosures.

d. Staff sections will include a computer disk along with all **UNCLASSIFIED** documents to facilitate the making of minor corrections or revisions without returning the document to the originator to make corrections.

NOTE: Not including a disk slows down the staff action and will result in package return to the originator for correction (no matter how small) if a disk is not included.

USFK Summary Sheet (Instructions)

USFK STAFF SUMMARY SHEET (UNC/CFC/USFK REG 25-50)						SCJS LOG NO:			
						COMMAND GROUP COORDINATION			
NO.	TO	ACTION	CONCUR	NON- CONCUR	SIGNATURE (SURNAME), GRADE & DATE	NO.	TO	ACTION	SIGNATURE (SURNAME) & DATE
1							CDR	Sig	
2							DCDR	Rev	
3							COFS	Rev	
4							DCS	Rev	
5							ADCS	Rev	
6							CSM	Rev	
7							SCJS	Rev	
8							SACO	Rev	
9									
10									
11						REMARKS:			
12									
STAFF / ORGANIZATION					ACTION OFFICER		PHONE NO.	SUSPENSE DATE	PREPARED
Office Symbol of Originating Staff					Staff/Org. POC			Assigned in tasker	DATE:
SUBJECT: Clear and unambiguous statement of the subject									
PURPOSE: Statement of desired outcome									
<p>1. RECOMMENDATION: Recommendation and purpose will be concise, stating exactly the result the package originator seeks to achieve. Example: "To obtain the COMMANDER's approval of _____;" or "Chief of Staff approves the memorandum at TAB X;" or "For Information Only, no action required."</p> <p>2. DISCUSSION: Provide enough background information so that the Command Group does not have to read the entire packet. Should not repeat the information found in the proposed implementing document (normally Tab X). Present only that information which is essential for clarity.</p> <p>3. RESOURCE IMPACT: Ensure that resource impacts (manpower and funds) are considered and addressed in order for the signatory to make the best decision. Resource Impact will be marked "NA" or "NONE" if there is no financial or manpower impact or considerations.</p> <p>3 Encls TAB X -- Proposed Document for Sig/App TAB A -- Tasking Memo TAB B -- Supporting Documentation</p> <p style="text-align: right;">SECTION PRINCIPAL Colonel, USAF Assistant Chief of Staff, J1</p> <p>The signature of the initiating official must appear after the "resource impact" paragraph. (NOTE: The staff principal or deputy signature is preferred; however, if the SSS is signed by another officer, then the staff principal or deputy can initial in the coordination block.)</p>									

USFK Summary Sheet (Example)

USFK STAFF SUMMARY SHEET (UNC/CFC/USFK REG 25-50)						SCJS LOG NO: 061139				
						COMMAND GROUP COORDINATION				
NO.	TO	ACTION	CONCUR	NON-CONCUR	SIGNATURE (SURNAME), GRADE & DATE	NO.	TO	ACTION	SIGNATURE (SURNAME) & DATE	
1	J1	REV	X		Col Ellis, 26 Oct		CDR			
2	J2	REV	W/C		BG DeFreitas, 27 Oct		DCDR			
3	J3	REV		X	MG Miller, 20 Oct	5	COFS	APPROVE		
4	J4	REV	X		BG Christianson, 22 Oct	4	DCS	REVIEW		
5	J5	REV	X		MajGen Donovan, 23 Oct	3	ADCS	REVIEW		
6	J6	REV	X		Col Spano, 20 Oct		CSM			
7	RM	REV	W/C		COL Pierson, 20 Oct	2	SCJS	REVIEW		
8	CNFK	REV	X		RADM Jones, 20 Oct	1	SACO	REVIEW		
9	SJA	REV		X	Col Ley, 19 Oct					
10										
11						REMARKS:				
12										
STAFF / ORGANIZATION (FKPA) PUBLIC AFFAIRS OFFICE					ACTION OFFICER Mr. George Kim		PHONE NO. 723-6085	SUSPENSE DATE 21 November 06	PREPARED DATE: 20Nov06	
SUBJECT: Consolidated Press Release										
PURPOSE: Obtain Chief of Staff, USFK approval for release of proposed consolidated press release.										
<p>1. RECOMMENDATION: Chief of Staff, USFK approves the press release at TAB A by signing SSS.</p> <p>2. DISCUSSION:</p> <p>a. This release addresses coordination between the USFK staff and the local media. By bettering our relationship with the local media more favorable articles and coverage of events involving USFK and USFK personnel will result.</p> <p>b. Comments from staff coordination, at TAB B, incorporated in letter at TAB A.</p> <p>c. J3 and SJA comments addressed at TAB C.</p> <p>3. RESOURCE IMPACT: None.</p> <p>3 Encls Tab A: Proposed Consolidated Press Release Tab B: Concurrences with Comments Tab C: Non-Concurrence and rationale for not incorporating in the letter at Tab A.</p> <p style="text-align: right;">Samuel T. Taylor, III Colonel, US Army Public Affairs Officer</p>										

Figure 4-2. Sample USFK Form 108 (Example)

USFK Summary Sheet (Blank Form)

USFK STAFF SUMMARY SHEET (UNC/CFC/USFK REG 25-50)						SCJS LOG NO:			
						COMMAND GROUP COORDINATION			
NO.	TO	ACTION	CONCUR	NON- CONCUR	SIGNATURE (SURNAME), GRADE & DATE	NO.	TO	ACTION	SIGNATURE (SURNAME) & DATE
1							CDR		
2							DCCR		
3							COFS		
4							DCS		
5							ADCS		
6							CSM		
7							SCJS		
8							SACO		
9									
10									
11						REMARKS:			
12									
STAFF / ORGANIZATION					ACTION OFFICER	PHONE NO.	SUSPENSE DATE	PREPARED DATE:	
SUBJECT:									
PURPOSE:									

Figure 4-3. Sample USFK Form 108 (Blank)

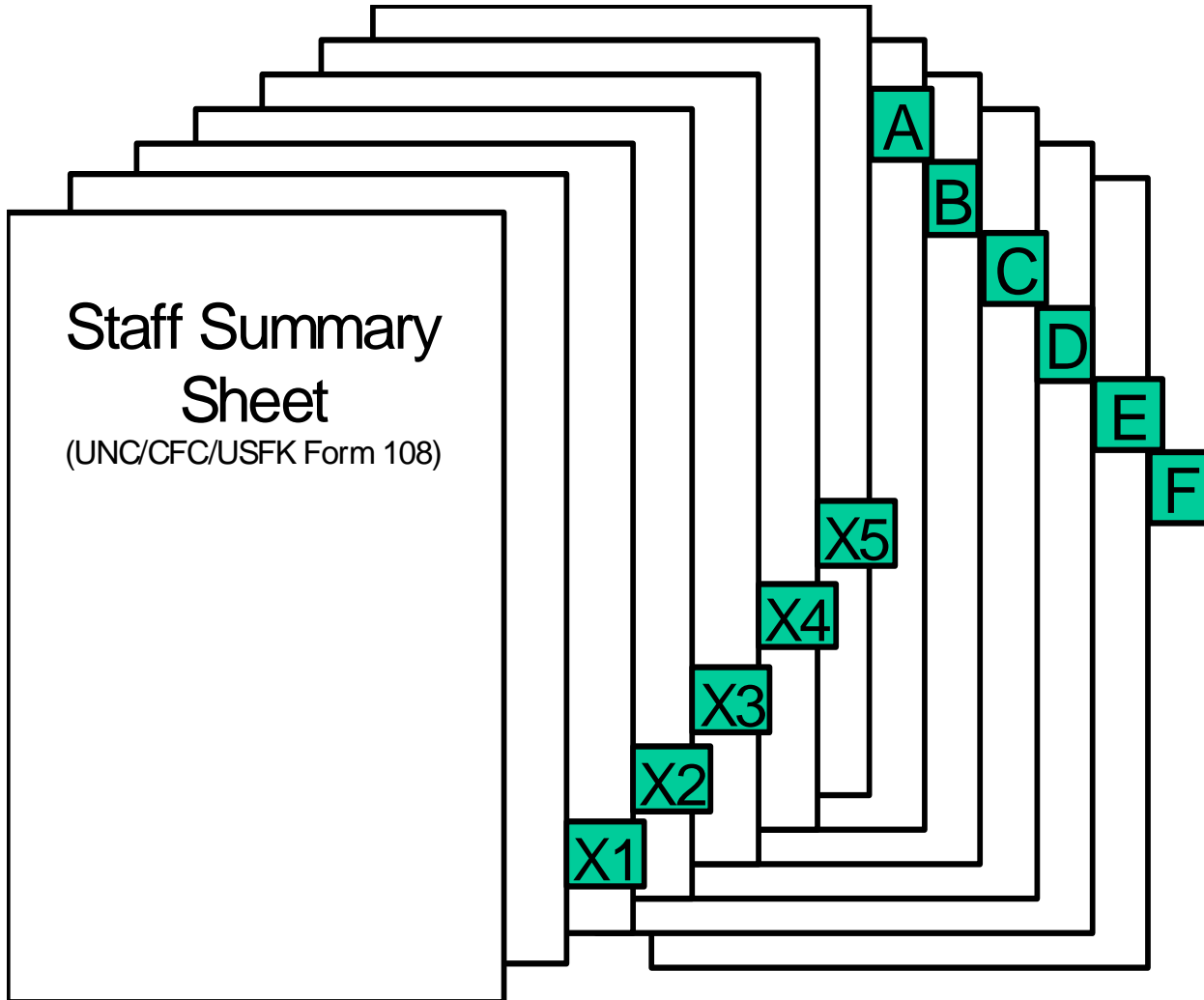
Assembly of Correspondence Packages

Enclosures to the cover document will be identified at TAB(s) as follows:

X Series – Signature documents

A, B, C, etc – Correspondence for which approval is sought/Supporting Documents

NOTE: All TABs are placed on blank sheets of paper, preceding the document.
Enclosures to the alphabetical tabs will be marked sequentially beginning with one. **DO NOT STAPLE THE DOCUMENT OR PACKET.**



NOTE: For items that are pictures or slides in landscape format, the right side will be rotated to the top of the page. This standardizes viewing of briefs, certificates for signature, etc.

CLASSIFICATION

Figure 4-4. Sample Assembly of Correspondence Packages

4-4. Correspondence Prepared For Command Group Signature or Approval

a. Correspondence will be forwarded undated, in final format, ready for signature. See AR 25-50 for appropriate letter and memorandum format and preparation guidelines. Correspondence will be routed through the appropriate Command Group channels with the appropriate SSS (see SSS formatting, Ch 36).

b. **The drafter's office symbol will be used in the return address element for memorandums submitted to the Command Group for signature.** For messages, the FROM line will show the office symbol of the releaser. For letter correspondence, the return address element should contain the functional address (e.g., Secretary Combined Joint Staff, Manpower Division, etc.) of the drafting organization or the office of the individual signing the letter. Normally it will be the functional address of the drafting organization unless the rank of the recipient warrants otherwise. It is a judgment call. If the COMMANDER is to sign and wants to reflect his address on the from line, use "Office of the Commander." If the CofS is to sign and wants to reflect his address on the from line, use "Office of the Chief of Staff".

4-5. Editing Tips

a. Review all work. Ensure proper format, grammar, spelling, tone, and length, and that the product answers all possible questions. In doing this, remember the 6 "W"s: Who, What, When, Where, Why, and How (e.g., how much money is required?). Ask, "Would someone from another service understand this?" Have a peer review the product before forwarding through the chain of command.

b. Ensure completeness. Coordinate the package with all directorates involved *before* forwarding to the Command Group for action. For example, if it involves funds or funding, coordinate with Resource Management (FKRM). If someone is to receive something (i.e., transportation, meals, etc) coordinate with Staff Judge Advocate office (FKJA).

4-6. Document Formatting

a. Font styles.

(1) All correspondence for Command Group signature will be prepared in Times New Roman font, size 12 point. Font not smaller than size 10 point may be used in order to reduce a document to one page.

(2) For PowerPoint briefings and charts, use Arial font with largest reasonable font size. As appropriate, ensure that presentations and charts are uniform in appearance.

b. Margins will be set at one inch (left, right, top, and bottom).

c. Appropriate classifications will be marked on all documents as required.

4-7. Command Group Letterheads

a. In the combined and joint environment, selecting the proper letterhead is important. Use the UNC, CFC, USFK letterheads (Figures 4-5, 4-6, and 4-7) when submitting correspondence for Command Group signatures. These letterhead formats can be accessed through the USFK Homepage, under SCJS links. (**NOTE:** Computer generated letterhead with the DOD seal can be downloaded at: <http://www.usapa.army.mil>.)

b. Ensure correspondence is addressed from the proper command perspective. In offices using more than one kind of letterhead, the capacity in which the person is signing will dictate the proper letterhead. The letterhead and the accompanying SSS must match the office symbol of the originating agency.

c. The office symbol should always match the office symbol of the agency, section or directorate that drafted the document, not the signer's.

d. United Nations Command (UNC) Letterhead. (Figure 4-5)

(1) Font color is blue for the header and UN symbol and black for the body of text.

(2) Header is Arial bold font. Command line is 10 point font; address lines are 7 point font. Header is centered on the page with 1-inch margins (left, right, bottom), and ½ inch top margin.

(3) REPLY TO THE ATTENTION OF will be even with the bottom of the UN crest, 6 point Arial font, all capitals.

(4) The top of United Nations crest will be even with the top line of the header at ½ inch top margin. Center UN crest over the left margin at 1 inch.

United Nations Command Letterhead

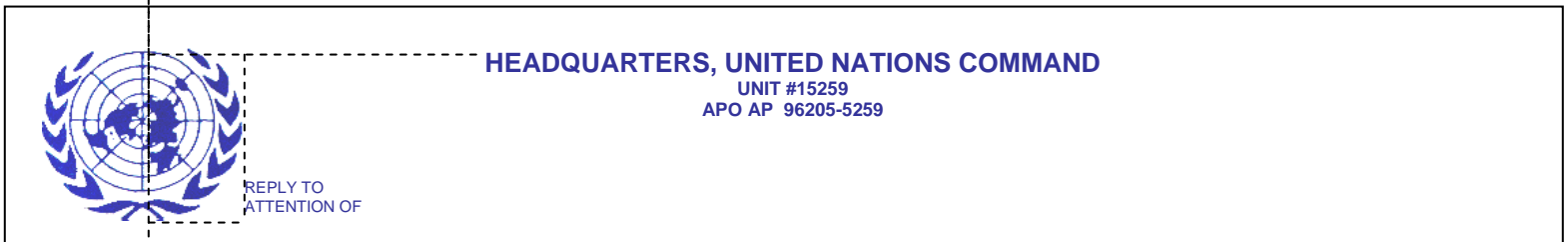


Figure 4-5, Sample UNC Letterhead

e. Combined Forces Command (CFC) Letterhead. (Figure 4-6)

(1) Font color is black.

(2) Header is Arial bold font. Command line is 10 point font; address lines are 9 point font. Header is centered on the page with 1-inch margins (left, right, bottom), and ½ inch top margin.

(3) Do not use REPLY TO THE ATTENTION OF for CFC letterhead.

(4) Top of MND and DOD crests will be even with the top line of the header at ½ inch top margin. Center MND crest over the left margin at 1 inch; center DOD crest over the right margin at 1 inch.

Combined Forces Command Letterhead

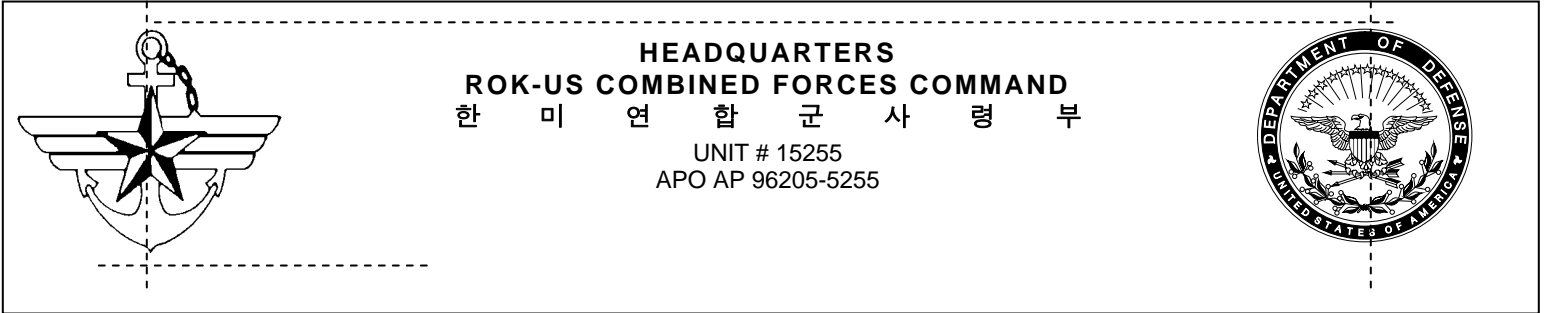


Figure 4-6, Sample CFC Letterhead

f. United States Forces Korea (USFK) Letterhead. (Figure 4-7)

(1) Font color is black.

(2) Header is Arial font. Command line is 11 point bold font; address lines are 9 point font, non-bold. Header is centered on the page with 1-inch margins (left, right, bottom), and ½ inch top margin.

(3) REPLY TO THE ATTENTION OF will be even with the bottom of the DOD crest, 6 point Arial font, all capitals.

(4) Top of command DOD crest will be even with the top line of the header at ½ inch top margin. Center DOD crest over the left margin at 1 inch.

g. Unit numbers and APO will not be included in the address on correspondence to specific individuals, such as letters of appreciation.

United States Forces Korea Letterhead

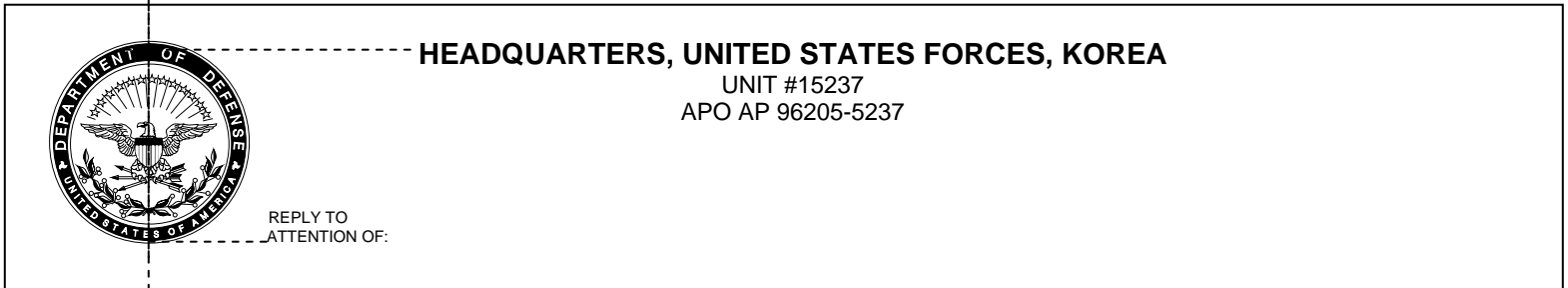


Figure 4-7, Sample USFK Letterhead

4-8. Command Group Signature Blocks

The signature blocks consist of name, rank and service, and duty position. Set tabs for signature blocks at 3.25 inches (on a page with 1-inch left and right margins) in order to center the signature block on the page. Use the memorandum format for military addressees and use the letter format for non-military addressees. Reference to the organization will not be included in the signature block. The following signature blocks will be used for Command Group members:

a. Commander, UNC/CFC/USFK

MEMORANDUM

CDR FULL NAME (ALL CAPITALS)
General, U.S. Army
Commander

LETTER

CDR Full Name (Upper & Lower Case)
General, U.S. Army
Commander

b. Deputy Commander (CFF/GCC)

MEMORANDUM

For CFC:
DCDR FULL NAME (ALL CAPITALS)
General, ROK Army
Deputy Commander

LETTER

DCDR Full Name (Upper & Lower Case)
General, ROK Army
Deputy Commander

For GCC:
CDR FULL NAME (ALL CAPITALS)
General, ROK Army
Commanding

CDR Full Name (Upper & Lower Case)
General, ROK Army
Commanding Officer

c. Deputy Commander (UNC/USFK)

MEMORANDUM

DCDR FULL NAME (ALL CAPITALS)
Lieutenant General, USAF
Deputy Commander

LETTER

DCDR Full Name (Upper & Lower Case)
Lieutenant General, U.S. Air Force
Deputy Commander

d. CofS (UNC/CFC/USFK); Deputy Commander (GCC)

MEMORANDUM

COS FULL NAME (ALL CAPITALS)
Lieutenant General, USA
Chief of Staff

LETTER

COS Full Name (Upper & Lower Case)
Lieutenant General, U.S. Army
Chief of Staff

For GCC:
DCDR FULL NAME (ALL CAPITALS)
Lieutenant General, USA
Deputy Commander

DCDR Full Name (Upper & Lower Case)
Lieutenant General, U.S. Army
Deputy Commander

e. DCS (CFC); Senior Member (UNC); CofS (GCC).

MEMORANDUM

For UNC:
SR MEMBER FULL NAME (ALL CAPITALS)
Major General, ROKA
Senior Member

LETTER

Sr Member Full Name (Upper & Lower Case)
Major General, ROK Army
Senior Member

For CFC:

DCS FULL NAME (ALL CAPITALS)
Major General, ROKA
Deputy Chief of Staff

DCS Full Name (Upper & Lower Case)
Major General, ROK Army
Deputy Chief of Staff

For GCC:

COFS FULL NAME (ALL CAPITALS)
Major General, ROKA
Chief of Staff

CofS Full Name (Upper & Lower Case)
Major General, ROK Army
Chief of Staff

f. DCS (UNC/USFK); US Member UNCMAC

MEMORANDUM

LETTER

For UNC/USFK:

DCS FULL NAME (ALL CAPITALS)
Major General, USAF
Deputy Chief of Staff

DCS Full Name (Upper & Lower Case)
Major General, U.S. Air Force
Deputy Chief of Staff

For UNCMAC:

MEMBER FULL NAME (ALL CAPITALS)
Major General, USAF
US Member, UNCMAC

Member Full Name (Upper & Lower Case)
Major General, U.S. Air Force
US Member, UNCMAC

g. ADCS (USFK)

MEMORANDUM

LETTER

FULL NAME (ALL CAPITALS)
Colonel, USA
Assistant Deputy Chief of Staff

Full Name (Upper & Lower Case)
Colonel, U.S. Army
Assistant Deputy Chief of Staff

4-9. Point And Information Papers

a. A point or information paper (Figure 4-8) is a concise document for use within the HQ, designed to present key facts or information in a clear, brief and orderly fashion. The format may be altered for a specific need. Paragraphs will contain only essential facts concerning the subject. The purpose of the paper will determine if a conclusion or recommendation is included. Point papers will include the action officer's name and phone number. A point or information paper will not take the place of the SSS when approval or an action is desired.

b. Point or information papers may be used to respond to Command Group requests for information. For example, staff sections are required to prepare these papers on command items of interest for the CofS to highlight events that have occurred during his absence.

c. Staff agencies are highly encouraged to maintain a by-subject file of all current papers. Point or information paper files are excellent sources for responding quickly to Command Group requests for information.

POINT PAPER

SUBJECT

PURPOSE: Single-phrase statement explaining the reason for the point paper (e.g., “To provide an update to the COMMANDER concerning equipment installation...”).

DISCUSSION:

- Start major phrases with "-" in the left-hand margin; continuation lines will begin directly underneath the first word of phrase.
 - Start subcategory lines with "--" and will be aligned w/ beginning words of previous line.
 - Start tertiary lines with "---" and will be aligned w/ beginning words of previous line.
- Formatting: 8.5 x 11 inch paper with 1-inch margins (left, right, top, bottom), and tabs set at ¼ inch intervals.
 - Use Arial, 12 point font; use no smaller than 10 point font to keep to one page.
- Papers should not exceed one page.
- Short, concise, bullet-words or phrases will be used throughout the paper.
- Each phrase (“point”) will be written as a separate line.
- Classification will be clearly annotated on all papers submitted to the Command Group(s), unless UNCLASSIFIED.
- Enclosures may be used if necessary, but the paper will be sufficient to stand-alone.
 - Enclosures are annotated as: (See TAB A).

SUMMARY (OR CONCLUSION): If appropriate.

RECOMMENDATION: If appropriate.

POINT OF CONTACT: Name, email address and phone number.

STAFF PRINCIPAL, DEPUTY, or
O-6 LEVEL DESIGNEE

(As of DATE)

Figure 4-8. Sample Point Paper Format

4-10. Fact Sheet

A Fact Sheet (Figure 4-9) provides information to the Command Group or to agencies outside the HQ. A fact sheet is normally used when a point paper is too brief.

4-11. Decision Paper

A Decision Paper (Figure 4-11) is used to solicit a decision. The resource impact is a critical component which provides the decision maker with the necessary information to arrival at a logical conclusion.

4-12. Executive Summary (EXSUM)

An EXSUM is the briefest form of correspondence used. It is the most expeditious method of providing important information and updates. A SSS is not necessary when submitting EXSUM's. SCJS will put received EXSUM's in the EXSUM Book and determine routing for the book based on its content. EXSUM's received by noon will be forwarded the same day. EXSUM's received after noon will be included in the EXSUM Book on the following day. An EXSUM may be sent separately if requested by the proponent or because of time sensitivity. (See Figure 4-12.)

Fact Sheet Format

(Office Symbol)	DATE
FACT SHEET	
SUBJECT: Using and Preparing a Fact Sheet	
<p>1. PURPOSE. Single-phrase statement explaining the reason for the fact sheet (e.g., to provide an update to the Chief of Staff concerning VIP visit, Mr. John Doe).</p>	
<p>2. FACTS.</p>	
a. The facts will be stated as clearly as possible.	
b. When a paragraph is subdivided, there must be at least two subparagraphs. For example, if there is a subparagraph "a," there must be a "b."	
(1) The first set of subparagraphs should begin on space five, the second set (such as this one) will begin on space nine, and the third set will also begin on space nine.	
(2) Numbers from zero to twenty will be spelled-out when in the text of the document.	
c. When possible, fact sheets should be limited to one page and no more than two pages. If essential, enclosures may be added.	
d. Fact sheet continuation pages would mirror the heading shown on this page.	
(1) The signature block would be shown not on the first page, but on the second page.	
(2) The second page would be numbered.	
e. Rules for using a continuation page are as follows:	
(1) Begin the office symbol on the eighth line down.	
(2) Do not divide a paragraph of three lines or less between pages. At least two lines of the divided paragraph must appear on each page.	

Figure 4-9. Sample Fact Sheet Format

Fact Sheet (Continuation Page)

(Office Symbol)

DATE

SUBJECT: Using and Preparing a Fact Sheet (Continuation Page)

- (3) Include at least two words on each page of any sentence divided between pages.
- (4) Avoid hyphenation whenever possible. Do not hyphenate a word between pages.
- (5) Do not type the staff principal's signature block on the continuation page without at least two lines of the last paragraph.

Approved By _____

Staff Principal,
Deputy, or O-6
Level Designee

ENCL:

Figure 4-10. Sample Fact Sheet (Continuation Page)

Decision Paper Format

DECISION PAPER		DATE
1. SUBJECT: Using and Preparing a Decision Paper		
2. RECOMMENDATION: That the Command Group Member approve this Decision DECISION REQUIRED BY: Date		
3. BACKGROUND/PURPOSE: The "Why" of this request.		
4. DISCUSSION:		
5. RESOURCE IMPACT: (Funding, Personnel, Equipment)		
6. APPROVE _____ DISAPPROVE _____ SEE ME _____		
		_____ STAFF PRINCIPAL, DEPUTY, or O-6 LEVEL DESIGNEE
ENCL:		

Figure 4-11. Sample Decision Paper Format

EXSUM Format

CLASSIFICATION
EXSUM
DATE _____
<p>EXECUTIVE SUMMARY (EXSUM) FORMAT. (U) Executive Summaries will be one paragraph in length, and should not exceed 15 lines. An EXSUM will not normally have enclosures or attachments. Mark the EXSUM with the appropriate classification unless unclassified, then no stamp will be used. Classification will be cited in parentheses characterizing the classification of both the subject and text, and will be placed in front of the subject and the text, as shown above. EXSUM's should contain a lead-in which provides information on the origin of the action. All EXSUM's should be approved by the appropriate staff principal as shown below.</p>
Action Officer's Name/Office Symbol/Phone
Approved By _____ STAFF PRINCIPAL, DEPUTY, or O-6 LEVEL DESIGNEE
CLASSIFICATION

Figure 4-12. Sample EXSUM Format

4-13. Command Group Read Aheads

To prepare the Commander for all calendar events, staff principals or designated deputies will electronically submit Read Aheads 72 hours in advance (or on the last duty day prior to a 4-day weekend, 96 hours in advance) to a member of the Commander's Initiatives Group (CIG). The OPR for the CDR Read Ahead Program is the CIG (DSN 723-7225/5027).

a. Read Aheads will be prepared on 5-inch by 8-inch card stock. The format and detailed instructions shown at Figures 4-7 and 4-8 will be used. All Read Aheads will include the following:

(1) Header Information:

- (a) Event name.
- (b) Event location or locations (if the CDR is moving from one room or location to another for the same event).
- (c) Event start and finish time. Ensure this corresponds with the CDR's calendar.

(2) Event attendees: full name, rank/title, duty position (or affiliation, for spouses, for example); "go by" name for all US attendees, and phonetic pronunciation for non-US attendees.

(a) Purpose: concise statement about why the CDR has this event on his calendar. Specify if the OPR requires a decision from the CDR at the event/meeting.

(b) A note to identify if the CDR will formally speak at the event, if the CDR's spouse will attend the event, and if CDR will present a gift at the event.

(c) The OPR will discuss past gifts to a recipient with CDR's XO to avoid repetition and coordinate all gifts through the USFK Protocol Office before finalizing plans for gift giving. The office phone number for the Protocol Office is DSN 723-7930.

(d) The OPR will coordinate for CDR's coins directly with the CDR's US or ROK Aide. The office phone number for the Aides is DSN 725-6052.

(e) As soon as the calendar event is posted and accepted the OPR will coordinate with the USFK Speechwriter for any speech the CDR will deliver. The office phone number for the Speechwriter is DSN 723-7653.

(3) Dress code for the event.

(4) The POC and the first O6 for the Office of Primary Responsibility (OPR) for the event, listing the POC's full name, rank/title, duty position, and office DSN, and cell phone at which the OPR can be reached after duty hours (so the OPR can field questions about the event, as required by the CDR). List all of the same information for the O6.

(5) Agenda: must match details listed in any source documents.

(6) Key discussion points for the CDR to assist the CDR in delivering Command messages or facilitating the meeting.

(7) Background information for the CDR: Summarize past events or activities that led up to this current event. For example, inform the CDR about when you most recently presented this topic to him; coordination you have done with other staff sections, commands, services, and/or community agencies.

(8) Official biographies for any O6-level attendee or above, regardless of the CDR's familiarity with the individual.

(9) Presentation charts the OPR would like the CDR to read in advance, for background information, or charts that will be presented at the event (with proper classification markings).

(10) Seating charts for the CDR and the official party. Include the entire room layout in these charts.

(11) Other source materials (past briefings, spreadsheets to support the event issues, etc.) with proper classification markings.

(12) Point papers, decision papers, etc.

b. The Read Ahead process follows:

(1) **Once the calendar request is approved and added to the CDR's calendar:** The Command Group notifies the Office of Primary Responsibility (OPR) of the time, date, and location of the scheduled event. This message will also direct the OPR to the USFK Home Page so the OPR can access the pre-formatted Microsoft Word document (base Read Ahead document).

(2) **72 hours in advance (or on the last duty day prior to a 4-day weekend, 96 hours in advance):** Read Ahead (with all supporting materials outlined above) are posted electronically by staff primaries in the grade of O6, or by deputies and selected others with access on behalf of General/Flag Officer staff primaries, to one of the following links: NIPR: [\144.59.255.249\CDR Read Ahead](mailto:\144.59.255.249\CDR_Read_Ahead); or SIPR: \164.228.221.200\cdr_read_ahead. If the links above are not operable, Read Ahead submissions can be sent to the following email addresses: NIPR: CDRReadAhead@korea.army.mil or to the CDR XO; or SIPR to the CDR XO.

(3) Only those leaders with pre-approved access to these files will be able to enter these sites and post Read Aheads.

(4) Post the complete read ahead at the highest classification level (i. e. NIPR or SIPR).

(5) If CDR speech/remarks are desired, the OPR must contact the Speechwriter, 723-7653, and provide information on VIPs, venue, background of the event, and any other information specific to that event. The OPR must contact the CDR's Office to request CDR to speak. **DO NOT WRITE SPEECHES FOR THE COMMANDER.** Provide necessary information to the Speechwriter.

(6) Read Aheads that involve matters related to Operational Plans (OPLANs), operational or policy issues, or any topics requiring Commander's Initiatives Group (CIG) input will be submitted to the Commander's SA and XO at least 96 hours prior to the event. This allows time for the CIG to conduct an analysis and provide input and/or guidance to the Read Ahead prior to it reaching the CDR.

(7) If the COMMANDER is being asked to present a gift to any agency, the COMMANDER's office must approve the gift prior to the event.

c. Read Aheads for the Deputy Commander, UNC/USFK; CofS, UNC/CFC/USFK; and Deputy Chief of Staff, UNC/USFK will be prepared in the same manner as laid out above, but will be submitted to their respective Executive Officers, NLT 72 hours prior to the event.

d. Thought should be put into the talking points and personal info. Information on the cards is used so the CDR/DCDR/CofS/DCS can get a feel for the person he is talking to, refer to them by their first name, and/or talk about their personal life as appropriate.

e. Action Officers preparing Read Aheads will include as talking points, questions for the CDR/DCDR/CofS/DCS to ask, and questions expected from the visitor(s) with answers to those questions. The talking points should be determined by looking at the visitor; determining how the visitor might impact UNC/CFC/USFK; and Command interests. Stress what is important for the Command Group member and/or what the visitor should take away from the briefing. If the AO cannot determine what is important to the COMMANDER, refer to the COMMANDER's Special Assistant for current issues at 723-5621, or to the DCDR/CofS/DCS Executive Officers at 723-5236/723-6544/725-6031 respectively.

f. If the Read Ahead involves briefings, the Read Ahead must define the purpose of the briefing, i.e., “information” or “decision”. For example, if a briefing is being presented to the CDR as “informative” then identify the briefing as an “information” brief. If the briefing is being presented to the CDR requesting a decision, then identify it accordingly as a “decision” brief. **IDENTIFY OR HIGHLIGHT THE DECISION THAT IS BEING SOUGHT UP FRONT IN THE BRIEF.**

g. Read Aheads will be signed by the staff principal or deputy.

h. A Staff Summary Sheet (SSS) is NOT required for Read Ahead submission.

Read Ahead Format





 <p>For Official Use Only What: xxx Where: xxx When: DD MMM YY / start-end time</p> 	 <p>For Official Use Only What: xxx Where: xxx When: DD MMM YY / start-end time</p> 
<p>Attendees: (O6 and above, GS-14 and above)</p> <ul style="list-style-type: none"> Rank/grade first name last name, title ("go by" name for US and "phonetic" name pronunciation for non-US) <p>Purpose:</p> <ul style="list-style-type: none"> Answer the question "Why is the CDR investing his valuable and limited time to attend your briefing or have you into his office?" <p>CDR Speaking: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <ul style="list-style-type: none"> Check 'yes' or 'no' If yes, is translation required? If translation is required, will translation be simultaneous or sequential? <p>Presenting Gift: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <ul style="list-style-type: none"> Is the CDR presenting a gift? If yes, have you coordinated with Protocol or the 'gift-agency'? <p>Scroll of App: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <ul style="list-style-type: none"> If so, have you coordinated with the CMD Group? <p>Spouse Attending: <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Is Mrs. XX attending the event?</p> <p>Uniform: Duty (only specify the uniform for the CDR)</p> <p>Emcee: If you are the OPR for a <u>ceremony</u> or <u>reception</u> where the event calls for "a host", it will also require a designated MC (<i>emcee</i>)—by name—it is now on the 5x8.</p> <p>OPR: Rank/grade name, title, DSN, cell number</p>	<p>Agenda:</p> <ul style="list-style-type: none"> Outline the key points of your meeting. Ensure these match the agenda slide of any PowerPoint slides you are providing <p>Topic/Key Discussion Points:</p> <ul style="list-style-type: none"> What are key topics, requests by the CDR, etc.? What decisions do you need from the CDR at the end of this meeting? Other? <p>Background Information for the CDR:</p> <ul style="list-style-type: none"> When was your last IPR/meeting? Have you briefed any other leader (J3, CoS, etc.)? Do you have a Planning Committee/Working Group? When was the last time they met? Do any other actions (by other staff agencies) tie into your topic? When is your next meeting with the CDR? Is this meeting on the CDR's calendar? Other?

Figure 4-13. Sample Read Ahead Format

4-14. "CDR SENDS"


a. Directorates and agencies will often be tasked by the CDR's office to draft the body for a "CDR Sends" communication for publication to the community based on recently occurring or future events. "CDR Sends" will not be longer than two pages and the color coding is as follows: YELLOW is for safety (Figure 4-14); RED is for fatality (Figure 4-15); and PURPLE is for information (Figure 4-16). Format for the second page when drafting a two-page "CDR Sends" is shown in Figure 4-16. When drafting, ensure the following steps:

- (1) Review punctuation and spelling.
- (2) Number the CDR Sends with next sequence number...10-07, 11-07, etc. Verify what is currently posted online in USFK web page.
- (3) Check all URLs on hyperlinks to ensure link brings you to the respective web site (CDR will often ask that these hyperlinks be inserted into the document).
- (4) Check format of the document to ensure continuity from previous documents – title, banner on side and arrow at bottom of page.
- (5) Save the Word document: *CDR Sends ##-07* (Exact Title on Document).
- (6) Route through Public Affairs and Legal (as applicable).

b. Once drafted, all "CDR Sends" will be submitted through SCJS with SSS and routed through the CofS. CofS will send to the Commander and CDR/XO will finalize the product upon CDR approval. SCJS Admin will then e-mail out the final product Distro A.

CDR Sends (Safety, Yellow Format)


CDR SENDS # 31-07



24 June 2007


Monsoon Safety

1. From late June through early September, the monsoon season poses potential, serious risks to USFK personnel and operations. The heaviest rainfall normally occurs in July and can quickly become very destructive. In the past, flash floods and mudslides from monsoon rains have caused loss of life and extensive property damage to USFK personnel and property. Flash flooding with as little as six inches of rapidly moving water can knock people off their feet while two feet of water can float a vehicle. The awesome power of flash floods can move boulders, tear out trees, destroy buildings and bridges, and trigger catastrophic mudslides. You will not always be warned that these deadly, sudden floods are coming. In fact, flash floods may occur at night.





2. To prevent tragedy this monsoon season, leaders at echelon must prepare for the worst and begin destructive weather planning now. Before the rain begins, review destructive weather plans, rehearse evacuation plans, and view our [Monsoon Safety Video](#). Use ["Under the Oak Tree Counseling"](#) as described in USFK Policy Letter #2 to discuss the importance of planning and caution during off-duty activities as well as risks posed to Family Members during this period. Some actions to mitigate risks associated with the monsoon include:

- Carefully select field training sites. Walk the terrain; develop and brief egress plans.
- Avoid areas subject to flooding or areas already flooded; never drive through flooded roadways or attempt to cross flowing streams.
- Do not camp or park vehicles along streams and washes.
- Be cautious of undercut roadways.
- Avoid downed power lines and electrical wires.
- When advised, evacuate immediately. Don't wait, even if it stops raining—it could be still raining upstream from your location.



3. Stay informed. Listen to your local AFN-K radio station and information channel on television and look for weather advisories on the [USFK.mil website](#). Working together we can prevent tragedy during the monsoon and other periods of destructive weather. We Go Together!





B. B. BELL
General, US Army
Commander





Figure 4-14. Sample CDR Sends (Safety, Yellow Format)

CDR Sends (Fatality, Red)

CDR SENDS # 25-07



7 May 2007

Death of a US Servicemember

1. This past weekend, an Army Soldier was struck and killed by a motor vehicle. When the death occurred, the Soldier was walking alone at night along a road and had no battle buddy covering his flanks. This troubles me as it represents a very serious problem—one that demands immediate commander and leader attention.

2. This accident is still under investigation; however, we know that fatal pedestrian accidents often occur where darkness and alcohol use are factors. Although alcohol use has not been determined as a factor in this accident due to the ongoing investigation, it is important that leaders enforce responsible alcohol consumption, safe pedestrian practices, and the importance of the buddy system for all our Servicemembers.


3. Although the consumption of alcohol—within limits—is legal, the diminished situational awareness and reduced functional coordination associated with alcohol consumption make us vulnerable to making deadly mistakes. The bottom line is that alcohol kills! We all have the responsibility to ensure that our consumption does not affect our well-being or the well-being of anyone else. This is what taking care of each other is about. See [USFK Policy Letter #5, Buddy System](#), Team Work Counts!

4. The act of walking along or crossing streets can be dangerous anywhere, even under the best circumstances. However, special attention is required by pedestrians when negotiating the roads of the Republic of Korea. Pedestrians should focus on the following safety points:

- Always have your buddy with you. Watch out for and take care of each other.
- Ensure that you are clearly visible during the night. Always wear lightly colored clothes or reflective clothing.
- Do not walk in the road but on the sidewalk. If there is no sidewalk, walk well off the road, facing the oncoming traffic.
- Avoid walking along roads at all times if you have consumed any alcohol. Alcohol and drugs impair your ability to walk safely, just as they do a person's ability to drive.
- When crossing a road where there is a pedestrian bridge or crosswalk, use the pedestrian bridge or crosswalk, even if it means walking further.
- Never run across a road without looking both ways, and check that there is no traffic before crossing a road.
- Never assume that you have been seen—many distractions can take the attention of the motorist. Be wary. Most drivers are nice people, but don't count on them paying attention.
- Never leave children unaccompanied next to a road.
- When crossing a road, do not walk halfway across—remain beside the road until both lanes are clear.

5. Leaders—Enforce the buddy system! All Servicemembers, Civilians, and Family members must be involved in accident prevention. I call on everyone to maintain vigilance during this summer season and abide by our [USFK Summer Safety Campaign](#).

We go together!



B. B. BELL
General, US Army
Commander

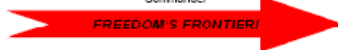


Figure 4-14. Sample CDR Sends (Safety, Red Format)

CDR SENDS # 31-07

24 June 2007

Monsoon Safety

1. From late June through early September, the monsoon season poses potential, serious risks to USFK personnel and operations. The heaviest rainfall typically occurs in July and can quickly become very destructive. In the past, flash floods and mudslides from monsoon rains have caused loss of life and extensive property damage to USFK personnel and property. Flash flooding with as little as six inches of rapidly moving water can knock people off their feet while two feet of water can float a vehicle. The awesome power of flash floods can move boulders, tear out trees, destroy buildings and bridges, and trigger catastrophic mudslides. You will not always be warned that these deadly, sudden floods are coming. In fact, flash floods may occur at night.



2. To prevent tragedy this monsoon season, leaders at echelon must prepare for the worst and begin destructive weather planning now. Before the rain begins, review destructive weather plans, rehearse evacuation plans, and view our [Monsoon Safety Video](#). Use ["Under the Oak Tree Counseling"](#) as described in USFK Policy Letter#2 to discuss the importance of planning and caution during off-duty activities as well as risks posed to Family Members during this period. Some actions to mitigate risks associated with the monsoon include:

- Carefully select tenting sites, mark the terrain, develop and orient egress plans.
- Avoid areas subject to flooding or areas already flooded; never drive through flooded roadways or attempt to cross flowing creeks.
- Do not camp or park vehicles along streams and washes.
- Be cautious of undercut roadways.
- Avoid downed power lines and electrical wires.
- When advised, evacuate immediately. Don't wait, even if it stops raining—it could be still raining upstream from your location.




3. Stay informed. Listen to your local AFN-K radio station and information channel on television and look for weather advisories on the [USFK.mil website](#). Working together we can prevent tragedy during the Monsoon and other periods of destructive weather. We Go Together!

S. A. R. O. O.



XXXX
General, US Army
Commander

FREEDOM'S FRONTIER!

Figure 4-15. Sample CDR Sends (Safety, Yellow Format)

CDR Sends (Fatality, Red)

CDR SENDS # 25-07

7 May 2007

Death of a US Servicemember

1. This past weekend, an Army Soldier was struck and killed by a motor vehicle. When the death occurred, the Soldier was walking alone at night along a road and had no battle buddy covering his flanks. This troubles me as it represents a very serious problem—one that demands immediate commander and leader attention.

2. This accident is still under investigation; however, we know that fatal pedestrian accidents often occur where darkness and alcohol use are factors. Although alcohol use has not been determined as a factor in this accident due to the ongoing investigation, it is important that leaders enforce responsible alcohol consumption, safe pedestrian practices, and the importance of the buddy system for all our Servicemembers.

3. Although the consumption of alcohol—within limits—is legal, the diminished situational awareness and reduced functional coordination associated with alcohol consumption make us vulnerable to making deadly mistakes. The bottom line is that alcohol kills! We all have the responsibility to ensure that our consumption does not affect our well-being or the well-being of anyone else. This is what taking care of each other is about. See [USFK Policy Letter #5, Buddy System](#). Team Work Counts!

4. The act of walking along or crossing streets can be dangerous anywhere, even under the best circumstances. However, special attention is required by pedestrians when negotiating the roads of the Republic of Korea. Pedestrians should focus on the following safety points:

- Always have your buddy with you. Watch out for and take care of each other.
- Ensure that you are clearly visible during the night. Always wear light-colored clothes or reflective clothing.
- Do not walk in the road but on the sidewalk. If there is no sidewalk, walk well off the road, facing the oncoming traffic.
- Avoid walking along roads at all times if you have consumed any alcohol. Alcohol and drugs impair your ability to walk safely, just as they do a person's ability to drive.
- When crossing a road where there is a pedestrian bridge or crosswalk, use the pedestrian bridge or crosswalk, even if it means waiting further.
- Never run across a road without looking both ways, and check that there is no traffic before crossing a road.
- Never assume that you have been seen—many distractions can take the attention of the motorist. Be wary. Most drivers are nice people, but don't count on them paying attention.
- Never leave children unaccompanied next to a road.
- When crossing a road, do not walk halfway across—remain beside the road until both lanes are clear.

5. Leaders—Enforce the buddy system! All Servicemembers, Civilians, and Family members must be involved in accident prevention. I call on everyone to maintain vigilance during the summer season and abide by our [USFK Policy Letter #5, Buddy System](#).

We go together!

XXXX
General, US Army
Commander

General, US Army
Commander

FREEDOM'S FRONTIER!

Figure 4-15. Sample CDR Sends (Fatality, Red)

CDR Sends (Information, Purple; 2-page format)

The image shows two pages of a CDR Sends document. The left page features a purple vertical bar on the left with the text 'CDR SENDS # 12-06'. The top of the page has the USFK logo, a South Korean flag, the date '31 May 2006', and the title 'Cost of Living Allowance for FY 2007'. The main text discusses the COLA survey results and adjustments for FY 2007. The right page continues the text, includes a signature of B. B. Bell, and a purple arrow pointing right with the text 'FREEDOM'S FRONTIER!' and the number '2'. A purple vertical bar on the right side of the page contains the text 'CDR SENDS # 12-06'.

CDR SENDS # 12-06

USFK
31 May 2006
Cost of Living Allowance for FY 2007

1. In January and February 2006, Servicemembers throughout Korea participated in the OCONUS Cost of Living Allowance (COLA) Survey. The results of the survey demonstrated that while the cost of goods and services in Korea increased during the preceding 12 months, the cost of comparable goods and services in CONUS increased at an even greater rate during the same time period. The significant point is that even though prices in Korea remain higher than prices in CONUS, the difference between the two is smaller today than it was a year ago. Because COLA is intended to compensate for the cost difference between Korea and CONUS, the Department of Defense (DOD) will, in accordance with law and DOD regulations, adjust our COLA which will result in an overall decrease.

- This fall, Servicemembers in Korea will see a downward adjustment in their COLA authorization. The COLA adjustment will vary based on duty location with the smallest decrease in Seoul (10%) and the largest in Daegu (16.7%). To lessen the financial impact on Servicemembers and their families, these adjustments will occur in two phases: half on 1 October 2006 and half on 1 November 2006.
- The purpose of this message is threefold: first, to inform all of our Servicemembers of the COLA adjustment so that they are aware of and can plan for the upcoming adjustment in total pay; second, to explain what COLA is; and third, to explain the critical role surveys play in ensuring our Servicemembers receive the right amount of COLA.

2. The bottom line is that COLA improves the quality of life of our Servicemembers and their families by adding dollars to their take-home pay each month. COLA is a non-taxable allowance designed to strengthen our Servicemembers' purchasing power by compensating them for the difference between the cost of living in Korea and the cost of living in CONUS. To determine the appropriate amount of COLA, DOD regularly conducts surveys in Korea and in CONUS to compare the costs of common goods and services purchased off post. DOD then uses the results of these surveys as one set of criteria to set the COLA for each Korea location.

- Several factors impact our COLA rate. These factors include the Korean Won exchange rate, Servicemember and family member shopping patterns, prices of items throughout our communities, duty location, and accompanied status.
- Surveys are the regulatory tools used to determine shopping patterns and prices in communities, and to ensure COLA is set at levels authorized by law. The survey results establish the index that indicates how much COLA is paid. Through your leadership and engagement, 13,045 people responded to the

online survey, reporting what they buy and where they buy it. This was a tremendous response. Appointed representatives from the community then collected prices at locations from the survey to establish price levels in each community. These price levels are then compared against CONUS price levels of similar goods and services for military families. The COLA compensates Servicemembers for the difference in these price levels.

- Servicemembers can look up their COLA rate at <https://secureapp2.hoda.pentagon.mil/perdiem/ocform.html>. A decrease in COLA indicates that the gap between CONUS and OCONUS prices has narrowed. In this instance this does not mean that prices in Korea have declined, but that they increased at a slower rate than the prices in the United States. More information about COLA and the changes can be found at <https://secureapp2.hoda.pentagon.mil/perdiem>. Clicking on Overseas COLA, and again on COLA INDEXES will lead to the published index rates.

3. The Korean Won exchange rate also affects the Servicemember's purchasing power for the portion of shopping conducted off post. Consequently, the exchange rate is reviewed twice each month to ensure that COLA retains its intended level of purchasing power. Changes in the exchange rate drive adjustments in COLA. When the won strengthens, it lessens the purchasing power of the dollar and could drive an increase in COLA. Correspondingly, when the won weakens, it increases the purchasing power of the dollar and could drive a decrease in COLA. That is why we see continuous and periodic changes to our COLA throughout the year.

4. It is important that we get the word out now to all Soldiers, Sailors, Airmen, and Marines, so they can plan for this adjustment in total pay. We will continue to conduct surveys required by regulation to ensure DOD implements COLA adjustments fairly and properly. Leaders must continue to emphasize the importance of COLA surveys throughout their organizations. Supporting these surveys is the only way to ensure that our military personnel continue to get the COLA they need and so richly deserve. We will ensure that you know and have an opportunity to participate in the next round of surveys. Only through your participation can we ensure that our Servicemembers and families receive the maximum amount of COLA authorized by law and regulation. POC for COLA information in Korea is the Finance Policy Division, 175th Financial Management Center. You can reach them by phone at 728-3201, by email at shaw.anderson@korea.army.mil, or by visiting their website at <http://175fincm.korea.army.mil>.

We Go Together!

B. B. Bell
B. B. BELL
General, US Army
Commander

FREEDOM'S FRONTIER!

2

CDR SENDS # 12-06

Figure 4-16. Sample CDR Sends (Information, Purple; 2-page format)

4-15. Cable Book

Cable Book is comprised of 24-hour peninsula-wide weather forecast; Command Center Seoul significant daily events covering the previous 24 hours; naval tracker; key personnel absence roster; US Embassy Korea messages ("Cables") covering the previous 24-hours; and Distinguished Visitor tracker covering the next 24 hours. SCJS compiles and forwards daily via SIPR NLT 0700 to the Command Group, general officers, and staff principals every normal duty day.

4-16. One-Liners

One-liners are executive communications between the staff principal and the COMMANDER and consist of a brief – not more than twelve lines per topic – summation of a significant event or action of COMMANDER-level interest. One-liners will begin with a brief descriptive sentence (bold face), followed by the body of the one-liner (regular face). One-liners will be reviewed, collated, and formatted into one document by the DJ33. Once formatted, the DJ33 will forward to the DJ3 for final review and submission. One-liners will be accepted only over email by 1500 every day on SIPRNet. Format will be Microsoft Word, Arial, bold/regular font, 12 pitch.

4-17. 3- and 4-Star Notes

3 Star and 4 Star notes are used mainly as congratulatory notes from the COMMANDER (UNC/CFC/USFK), Deputy Commander (UNC/USFK), and CofS, USFK. Use Arial, size 11, bold. Sample and format for the notes are at Figure 4-18. Submit draft notes to the appropriate GO/XO.

4-18. UNC/CFC/USFK Scroll Of Appreciation (SOA)

The Commander, UNC/CFC/USFK is the approval authority for the SOA. When CDR directs award of the SOA, the OPR will submit through SCJS a staff summary sheet with a proposed citation prepared on plain bond paper and a 3.5-inch diskette on which the documents are saved. SOA will be framed by SCJS IAW CDR guidance prior to presentation. For mass SOA presentations, the OPR will fund and put SOAs together and SCJS will quality control for standardization. For OPR planning purposes, SOAs cost approximately \$50, are purchased from the Gallery and you must obtain 2 CDR's coins to place in each frame.

4-19. White House Certificate

The White House Certificate is presented to those who have contributed significantly to UNC/CFC/USFK. White House Certificates may be signed by Command Group designees (ie., Commander, Deputy Commander, DCS, ADCS, SCJS, etc). When requesting award of the certificate for command group signatures, submit a staff summary sheet with justification and the certificate with Command Group member's signature block. Certificates will be done in Arial, size 12, bold. The awardee's name will be in Arial, size 16, bold.

3-/4-Star Note Format

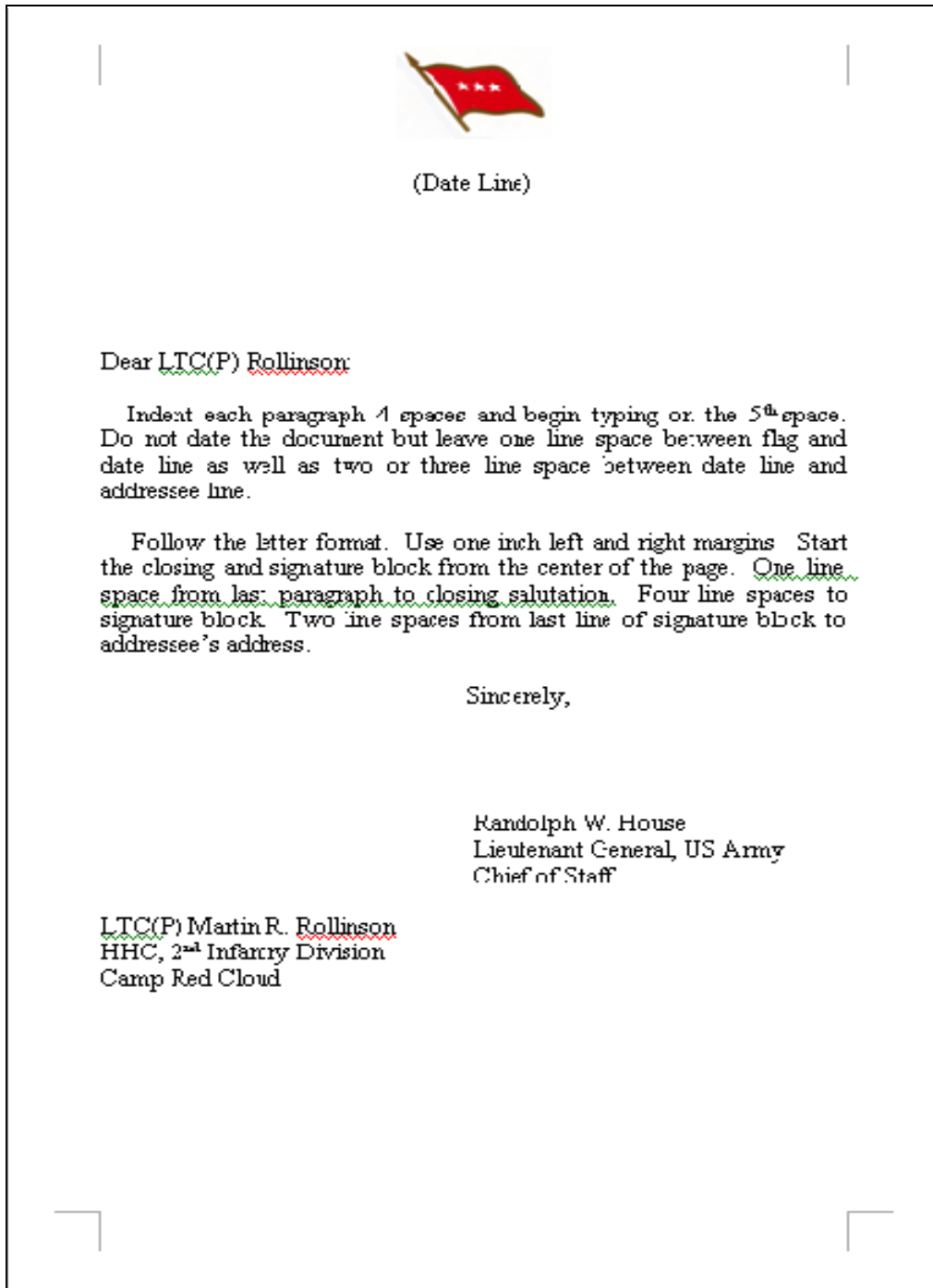


Figure 4-17. Sample 3-/4-Star Note Format

USFK/CFC/UNC Scrolls of Appreciation

United States Forces Korea



Scroll of Appreciation

Is Awarded To

Charlie Daniels Band

In recognition of your unwavering support to the men and women of the Armed Forces of the United States of America and their families currently serving in the Republic of Korea. CFC's commitment to entertaining Service Members stationed around the world has immeasurably buoyed the spirits of our Armed Forces for more than 35 years. Your steadfast resolve to perform your uniquely "American Music" for our Soldiers, Sailors, Airmen, Marines, DoD Civilians and their family members, even in the most inhospitable places makes you a true patriot. Your extraordinary commitment and passion to entertaining the men and women serving in uniform is sincerely appreciated and is in keeping with the highest traditions of the Country Music industry and civilian patriotic service to our great Nation.

This 21st day of October 2006



B. B. Bell
General, US Army
Commander

Combined Forces Command



Scroll of Appreciation

Is Awarded To

Major General Timothy Larsen, USMC


In recognition of your leadership and committed support to ROK-US Combined Forces Command (CFC) during the annual Reception, Staging, Onward movement and Integration (RSOI) and Uchi-Focus Lens (UFL) theater-level exercises. Since 2003, your service as the Senior White Cell Controller and as my Deputy Exercise Director during these strategically important exercises has greatly enhanced the operational readiness of this command. Your support has enabled CFC to maintain a viable deterrence on the Korean peninsula, and if required to, be able to fight and win as a combined and joint force. Your warfighting expertise and dedicated support is deeply appreciated and is in keeping with the highest traditions of the United States Marine Corps and military service to our great Nation.

This 31st day of March 2007



B. B. Bell
General, US Army
Commander

United Nations Command



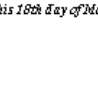
Scroll of Appreciation

Is Awarded To

Collier Field House

In recognition of your outstanding support to the Commander, United Nations Command and the United Nations Command Fallen Heroes Honor Guard Ceremony. Your work in preparing Collier Field House and the surrounding areas for the United Nations Command Fallen Heroes Honor Guard Ceremony was instrumental to the success of this very special event. Your support is greatly appreciated and reflects great credit upon you, Installation Management Command and United States Forces Korea.

This 18th day of May 2007



STEPHEN T. SARGENT
Major General, US Air Force
Deputy Chief of Staff

Figure 4-18. Sample USFK Scroll of Appreciation (Example)

Figure 4-19. Sample CFC Scroll of Appreciation (Example)

Figure 4-20. Sample UNC Scroll of Appreciation (Example)

4-20. Procedures for Routing Awards Through The Command Group

The SCJS tracks all awards requiring Command Group approval only after they have been routed through the J1 or service component approval channels. Specific regulatory requirements for awards are contained in USFK Regulation 672-2 (Defense Awards and Decorations Program).

a. Award Routing. The routing for awards requiring approval from within the UNC/CFC/USFK Command Group is as follows:

**Table 4-1
UNC/CFC/USFK Command Group Award Routing and Responsibilities**

AWARD		OFFICE	RESPONSIBILITIES
DDSM/DSSM/ LOM (Foreigner)/ DMSM (Except to Pol)	DMSM / JSCM /JSCM (Excep to Pol) / JSAM (Except to Pol)		
X	X	SCJS Admin	Reviews packet for completeness before forwarding; reviews packet after signature
X	X	SCJS – Staff Action Control Officer (SACO)	Reviews packet for completeness, grammar and correctness
X	X	SCJS	Reviews packet
X	X	Asst Deputy CofS (ADCS)	Makes recommendations on all awards
X	X	Command Sergeant Major (CSM)	Makes recommendations on enlisted awards only
X	X	Deputy CofS (DCS)	Approves JSAM, JSCM, and DMSM; approves JSAM and JSCM exception to policy requests; makes recommendations on all other awards
X		CofS	Makes recommendations on all awards
X		Deputy Commander (DCDR)	Makes recommendations on all awards
X		Commander (CDR)	Endorses DDSM, DSSM, and LOM (Foreigner) award recommendations

Table 4-1. Sample UNC/CFC/USFK Command Group Award Routing and Responsibilities

NOTE: Suggested timeframes for initial submission of completed and correctly prepared recommendations are listed in Table 4-2.

b. Joint Awards. U.S. Service members and Federal Government civilian personnel who are permanently assigned to UNC/CFC/USFK and are in a joint billet are eligible for joint awards. Contributing non-government individuals, groups or organizations which have provided exceptionally meritorious service of significance to the joint activity are eligible for specific awards. Local National (LN) civilians, contractor personnel, and foreign military are not eligible for joint awards, but may be eligible for Service awards. US Servicemembers assigned to UNC/CFC/USFK but not in a valid joint billet may be eligible for joint awards as an exception to policy.

c. The Joint Award Process Chart with explanations of each step is as follows:

Joint Award Process Chart

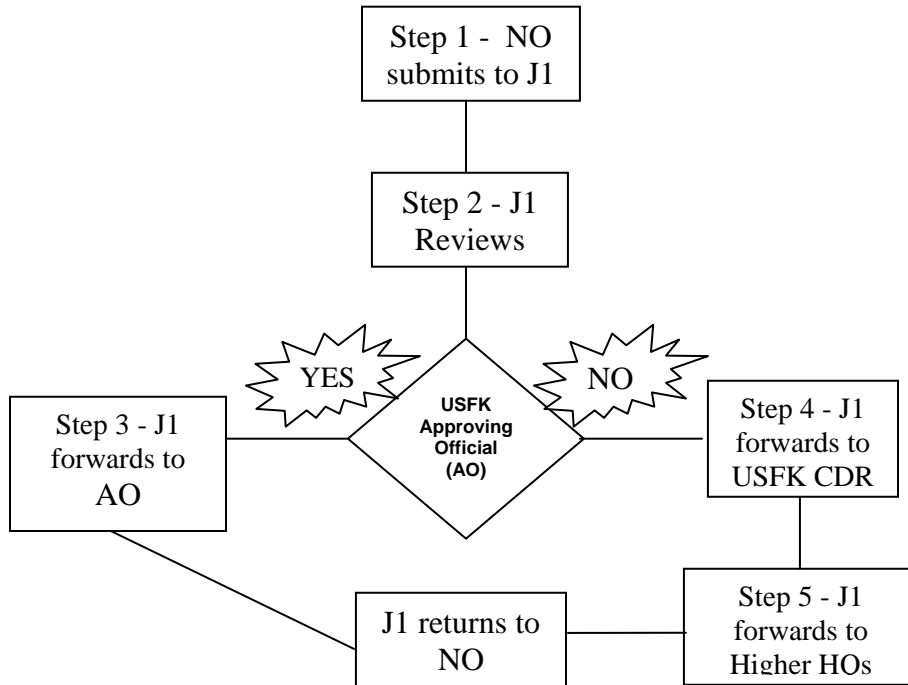


Figure 4-21. Joint Award Process Chart

Step 1. Nominating official (NO) submits joint award to J1

Step 2. J1 reviews submission:

- IAW DOD/USFK guidance
 - J1 prepares supporting documentation and forwards package
- Not IAW DOD/USFK guidance
 - J1 coordinates with NO to resolve

USFK is not the approving official, jump to Step 4.

Step 3. USFK is the AO, J1 forwards package to approving official (AO)

- Approves award
 - J1 prepares and submits permanent orders
 - J1 returns approved award package with copy of permanent orders to NO
- Downgrades award
 - J1 coordinates with recommending official to resolve and returns package to AO
- Disapproves award
 - J1 returns package to NO, explains reason for disapproval, and procedures for reconsideration

Step 4. USFK is not the AO, J1 submit package to USFK CDR for signature

- CDR signs recommendation
 - J1 submits recommendation package to higher headquarters
- Downgrades award
 - J1 coordinates with NO to resolve and returns package to USFK CDR for signature

- Disapproves award
 - J1 returns package to NO, explains reason for disapproval, and procedures for reconsideration

Step 5. USFK is not the AO and USFK CDR signed recommendation, J1 forwards package to Higher Headquarters

- Approves award
 - J1 returns approved award package to NO
- Downgrades award
 - J1 _____
- Disapproves award
 - J1 returns package to NO, explains reason for disapproval, and procedures for reconsideration.

**Table 4-2
Service Specific Award Approval and Submission Requirements**

AWARDS	Approval Authority	USFK Policy Approval Authority	Award Submission Timeline
Distinguished Service Medal (DSM) *	Service Chief of Staff	USA: CSA USMC/Navy: CNO USAF: CSAF	150 days prior to award presentation date
Legion of Merit (LOM)	O-8 Level GO/FO Commanders	USA: CG, EUSA USMC: CDR, MARFORK USN: CDR, CNFK USAF: CDR, 7AF	90 days prior to award presentation date
Meritorious Service Medal (MSM)	O-8 Level GO/FO Commanders	USA: CG, EUSA USMC: CDR, MARFORK USN: CDR, CNFK USAF: CDR, 7AF	60 days prior to award presentation date
Service Commendation Medal (ARCOM/NAVCOM/AFCOM)	O-6 Level Commanders	USA: CDR, 18th MEDCOM USMC: CDR, MARFORK USN: CDR, CNFK USAF: Dep CDR, USAFELM	45 days prior to award presentation date
Service Achievement Medal (AAM/NMCAM/AFAM)	O-5 Level Commanders	USA: CDR, USATC-K USMC: CDR, MARFORK USN: CDR, CNFK USAF: Dep CDR, USAFELM	30 days prior to award presentation date

Table 4-2. Sample Service Specific Award Approval and Submission Requirements

NOTE: Always consult service component specific administrative regulations prior to submitting service specific awards to SCJS for Command Group approval.

NOTE: Awards listed above annotated w/ an asterisk (*) have off-peninsula approval authority.

d. Awards to Foreign Personnel.

(1) Awards of service specific Achievement (AAM, NMCAM, AFAM), Commendation (ARCOM, NAVCOM, AFCOM), and Meritorious Service Medals will follow the same approval process as showed in Table 4-3.

(2) US Embassy endorsement is required for all military awards recommended for foreign Servicemembers. Recommender is responsible for submitting and acquiring the endorsement. Endorsement requests will be submitted to the Defense Attaché Office (DAO) of the awardee's home nation US Embassy (i.e., recommended awardee is Korean, endorsement request goes thru US DAO Seoul; recommended awardee is Swedish, endorsement request goes thru US DAO Stockholm). Request for endorsement memorandum, award recommendation form, recommended citation, and awardee biography must be provided to the DAO in order for the endorsement to be processed. Turn around time for endorsements is normally between 2-4 weeks. **NOTE:** If the recommended awardee is from a Commonwealth nation (Australia, Canada, New Zealand, and United Kingdom), the endorsement is not required due to Commonwealth military regulations that prohibit the awarding and wearing of non-combat foreign military awards. In this case, the award is presented for purely symbolic purposes as a token of gratitude for services or performance rendered.

(3) After US Embassy endorsement is received by the recommender, award recommendation, US Embassy endorsement, and awardee biography will be submitted and processed through normal service component channels. Service component award processing agencies are responsible for the submission of requests for endorsements from the Defense Intelligence Agency (DIA) and Central Clearance Facility (CCF) prior to the award going to the award approval authority. Turn-around on DIA/CCF endorsements can take up to 12 weeks. Approval authority for the Service specific Meritorious Service, Commendation, and Achievement medals is on-peninsula as shown in Table 4-3.

(4) Legion of Merit (LOM) Recommendations for Foreign Personnel. Approval authority for this award is the Office of the Secretary of Defense (OSD). CDR, UNC/CFC/USFK endorsement is required for recommendations to award the LOM to foreign Servicemembers. Award made is normally in the Degree of Officer (DOO), but in special cases may be in the Degree of Commander (DOC). In addition to the endorsements by US EMB/DIA/CCF, USFK J1 will process the award and certificate and develop the award recommendation package for Command Group submission to include the CDR's recommendation memorandum and Secretary of Defense EXSUM. Once CDR approval and endorsement is achieved, the entire award packet will be forwarded to the OSD Secretariat for final processing.

(5) US Army Awards Recommendations for KATUSAs. Only DAO endorsement is required. DIA/CCF endorsements are not required for recommendations for Army awards (AAM, ARCOM) for KATUSAs. Approval authority is the same as shown in Table 4-3.

**Table 4-3
Award Approval and Submission Requirements (For Foreign Awardees)**

AWARDS TO FOREIGN PERSONNEL					
AWARDS	Approval Authority	US EMB	DIA	CCF	Award Submission Timeline
Legion of Merit (DOO, DOC)	Secretary of Defense	X	X	X	150 days prior to award presentation date
Meritorious Service Medal (MSM)	USA: CG, EUSA USMC: CDR, MARFORK USN: CDR, CNFK USAF: CDR, 7AF	X	X	X	120 days prior to award presentation date
Service Commendation Medal (ARCOM/NAVCOM/AFCOM)	USA: CDR, 18th MEDCOM USMC: CDR, MARFORK USN: CDR, CNFK USAF: Dep CDR, USAFELM	X	X	X	90 days prior to award presentation date
Army Commendation Medal (for KATUSA only)	CDR, 18 th MEDCOM	X			35 days prior to award presentation date
Service Achievement Medal (AAM/NMCAM/AFAM)	USA: CDR, USATC-K USMC: CDR, MARFORK USN: CDR, CNFK USAF: Dep CDR, USAFELM	X	X	X	90 days prior to award presentation date
Army Achievement Medal (for KATUSA only)	CDR, USATC-K	X			35 days prior to award presentation date

4-21. Procedures For Submitting Officer / Enlisted Evaluation Reports (OER/NCOER, ARMY), Officer/Enlisted Performance Reports (OPR/EPR, AIR FORCE), or Naval/Marine Fitness Reports (FITREP) for Command Group Input, Signature, And Review³. Sample Award Approval and Submission Requirements (For Foreign Awardees)

a. All evaluations requiring Command Group input, signature, or review must first go thru either J1 or G1, as applicable, then to SCJS for tracking purposes. After review for completeness and correctness, reports will be routed to the Command Group member rating, senior rating, or reviewing the individual. Enlisted evaluations will include the Command Sergeant Major in the routing.

b. The following must be included for all officer and non-commissioned officer evaluations forwarded for DCDR, CofS or DCS input and signature.

(1) For Army evaluations

(a) Electronic PureEdge submission for electronic signature (per Army Regulations)

(b) One (1) hard-copy of the rated individual's Officer Records Brief (ORB) / Enlisted Records Brief (ERB) / Weapons Qualification, APFT Score, Support Form.

(2) For all other Services' evaluations

(a) Diskette containing completed evaluation form and suggested Rater comments in Word format.

(b) One (1) hard-copy of completed evaluation form with signature.

(c) One (1) hard-copy of the rated individual's Officer Records Brief (ORB) / Enlisted Records Brief (ERB) / USAF RIP Sheet, etc.

c. Due to processing and time considerations, it is highly **recommended** that rated civilian and military members sign hard copies of evaluation forms as mentioned above; it is not mandatory and cannot be enforced if the rated individual chooses not to do so.

d. Evaluations must be in the office of the DCDR, CofS, or DCS NLT 30 days prior to the ending/thru date of the evaluation.

e. When CofS or DCS is supplemental reviewer, provide completed copy of the evaluation form with all signatures and memorandum IAW applicable service regulations.

Chapter 5

General Administrative Information

5-1. Conference Room

a. Policies and procedures for conference room usage throughout Yongsan are established by the owning agency. This paragraph outlines some of the capabilities in the HQ conference rooms. This information is not all inclusive. Contact the conference room monitors for information on scheduling procedures, distinguished visitor notification requirements, security requirements, dual language capabilities, and other pre-meeting arrangements. Unless personnel security requirements forbid usage, all conference rooms on Yongsan will be considered available for official government use. The requesting agency will be responsible for providing conference room security as required for the security classification.

b. Points of Contact.

(1) Conference Room 215 (CR215), White House (Bldg 2310). SCJS Operations, 723-9931/6775/725-7905.

(2) J2 SCIF (Large and Small Conference Rooms). J2 Theater Dissemination Branch, 723-8093.

(3) Combined Battle Staff Briefing Room (CBS), CC Seoul. J3 Briefing Branch, 723-7058/6153.

(4) J5 Conference Room, White House (Bldg 2310). J5 Admin, 725-6411/5121.

(5) J6 Conference Room, White House (Bldg 2310). J6 Admin, 723-3659/725-6811.

(6) Van Fleet Conference Room and Walker Executive Room, Eighth Army HQs. Eighth Army Secretary General Staff (SGS), 723-5033.

(7) Commander's Balcony and Bridge, Tactical Air, Naval, and Ground Operations Command Post (TANGO CP). During exercises or actual contingencies, SCJS is responsible for scheduling these briefing rooms.

c. Reservations are limited to members of the HQ UNC/CFC/USFK and Eighth Army Command Groups and Staff. Priority is given to the Command Group by seniority. Briefings and conferences scheduled by other organizations or agencies are subject to preemption with little or no notice if a conflict arises.

d. Agencies scheduling use of conference rooms prior to 0700 or after 1700 must provide an accountable individual to sign for the keys to unlock the conference room and secure it after use.

e. Agencies using conference rooms are responsible for ensuring their neatness and cleanliness after the completion of each briefing or conference.

f. Audiovisual Equipment Operators. Training Support Activity Korea (TSAK) audiovisual specialists are available for briefings scheduled at least 24 hours in advance. Equipment operators other than TSAK must make arrangements to be trained and certified on the audiovisual equipment prior to operating. It is recommended that any office using the conference rooms have a primary and alternate person trained on the equipment. Point of contact for audiovisual training is the TSAK representative at 723-3153. The TSAK representative is located in Conference Room 215, building 2310. Offices using slides for briefings must provide their own support to advance slides.

g. Seating Charts.

(1) Attendance rosters are required for all events hosted by a General Officer of the Command Group when held in Conference Room 215 (White House), J2 SCIF, CJ5 Conference Room, Van Fleet Conference Room, or on Knight Field. SACO/Protocol will use this information to create a seating chart.

(2) If assistance in preparing seating plans for non-Command Group sponsored events is desired, notify the proponent SCJS SACO at least two duty days prior to the scheduled briefing.

h. In the event of cancellation of an event, notify the SCJS Operations Section as soon as possible so that the room is available for rescheduling.

i. It is the responsibility of the OPR for the briefing or conference to inform attendees of the cancellation.

5-2. Distribution / Mail

a. The SCJS operates a Distribution Center (Rm. 104, White House) for all correspondence in and out of the Command Group.

(1) Agencies appoint couriers for their organization. Each courier must have a SECRET clearance and possess a valid and current courier card to pick up distribution from the SCJS Distribution Center. Agencies are responsible for keeping their lists current.

(2) The SCJS will check all courier identification cards against published rosters to ensure access to the Distribution Center is controlled.

b. SCJS receives personal mail only for members of the Command Group. Any personal mail SCJS receives for members outside of the Command Group will be returned to the Post Office for proper distribution.

c. The G6/Information Management, Mail and Distribution Section, located in the rear of building 1416, is to be used for distribution among the staff sections, tenant organizations, subordinate organizations, and official mail (for example, J1 to J6, J1 to IMCOM-K, G3 to 19th SC(E)).

Appendix A References

Section I Required Publications

AR 25-50 (Preparing and Managing Correspondence). Cited in paragraphs 4-1 and 4-12a.

AR 340-21 (The Army Privacy Program). Cited in figure 2-4.

AR 380-5 with Eighth Army Suppl 1 (Department of the Army Information Security Program). Cited in paragraph 4-10i.

Part 1, Organization and Functions Manual, Joint Manpower Program, HQ UNC/CFC. Cited in paragraph 3-3.

Part 1, Organizations and Functions Manual, Joint Manpower Program, HQ USFK. Cited in paragraph 3-3.

CFC Memo 672-1, Individual Awards and Decorations, 1 March 1995. Cited in paragraph 4-15.

Section II Related Publications

AF Dir 37-135 (Air Force Address Directory).

USCOMMANDERPACINST 5216.7C (USCOMMANDERPAC Correspondence Manual).

USCOMMANDERPACINST Glossary of Acronyms, Abbreviations and Short Titles.

Glossary

Acronyms/Abbreviations

7AF	Seventh Air Force
ACOFS	Assistant Chief of Staff
ADCS	Assistant Deputy Chief of Staff
AO	Action Officer
CDR	Commander
CFC	Combined Forces Command
CIO	Chief Information Officer
CIOC	Combined Intelligence Operations Conference
CJCS	Chairman of the Joint Chiefs of Staff
CNFK	Commander, Naval Forces Korea
CP TANGO	Command Post Tactical Air Naval Ground Operations
CofS	Chief of Staff
CR-215	Conference Room 215, second floor building number 2310
CSM	Command Sergeant Major
DCDR	Deputy Commander
DCS	Deputy Chief of Staff
DEROS	Date Expected Return from Over Seas
DOB	Date of Birth
DV	Distinguished Visitor
EPR	Enlisted Performance Report (USAF)
Eighth Army	Eighth United States Army
EXSUM	Executive Summary
FITREP	Fitness Report (USMC/USN)
FO	Flag Officer

GO	General Officer
HQ	Headquarters
IPR	In Progress Review
JCS	Joint Chiefs of Staff
JUSMAG-K	Joint United States Military Affairs Group-Korea
KOB	Korea Orientation Brief
MARFORK	Marine Forces Korea
MND	Minister (Ministry) of National Defense
NCOER	Non-commissioned Officer Evaluation Report (USA)
OCIO	Office of the Chief Information Officer
OCR	Office of Coordinating Responsibility
OER	Officer Evaluation Report (USA)
OPR	Office of Primary Responsibility / Officer Performance Report (USAF)
OPT	Operational Planning Team
ROK	Republic of Korea
ROKA	Republic of Korea Army
ROKAF	Republic of Korea Air Force
ROKMC	Republic of Korea Marine Corps
ROKN	Republic of Korea Navy
SA	Special Assistant
SACO	Staff Action Control Officer
SCIF	Sensitive Compartmentalized Information Facility
SCJS	Secretary Combined Joint Staff
SGS	Secretary of the General Staff
SOCKOR	Special Operations Command Korea
SSO	Special Security Office

SSS	Staff Summary Sheet
SUSLAK	Special US Liaison Advisor, Korea
TSAK	Training Support Activity, Korea
TSF	TANGO Security Force
UNC	United Nations Command
UNCMAC	United Nations Command Military Armistice Commission
US	United States (of America)
USA	United States Army
USAF	United States Air Force
USFK	United States Forces Korea
USMC	United States Marine Corps
USN	United States Navy
XO	Executive Officer