Information Management

CORRESPONDENCE AND ADMINISTRATIVE PROCEDURES

*This regulation supersedes UNC/CFC/USFK Regulation 25-50, dated 29 July 2011.

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Summary. This publication is designed to provide a consolidated, one-source document on specific staffing and coordination requirements, as well as correspondence guidance for the United Nations Command/Combined Forces Command/US 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 and Federal Government civilian personnel who are either in an assigned, attached, or temporary duty status to the following commands: United Nations Command (UNC); UNC-R; Republic of Korea-United States Combined Forces Command (ROK-US CFC); Headquarters (HQ), United States Forces, Korea (USFK); Joint United States Military Advisory Group-Korea (JUSMAG-K); Air Force Forces Korea (AFFOR-K); Army Forces Korea (ARFOR-K); Special Operations Command-Korea (SOCKOR); Naval Forces Korea (NAVFOR-K); Marine Forces, Korea (MARFOR-K); Special US 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 USFK Secretary Combined Joint Staff (FKCJ), Unit #15237, APO AP 96205-5237.

Forms. USFK forms are available at http://www.usfk.mil/usfk/ under the Publications tab.

Records Management. Records created as a result of processes prescribed by this regulation must be identified, maintained, and disposed of according to Army Regulation (AR) 25-400-2. 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 the 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 (FKCJ), Unit #15237, APO AP 96205-5237, or e-mail at pacom.yongsan.usfk.mbx.scjs-workflow@mail.mil

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Chapter 1
Introduction

1-1. Purpose
This regulation prescribes standardized policies, procedures, and formats for preparing and processing Headquarters, UNC/CFC/USFK correspondence. It also describes Headquarters operating procedures and provides administrative guidelines for the staff.

1-2. References
Required and related publications are listed in appendix A.

1-3. Explanation of 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 Headquarters 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.

1-4. 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 Headquarters-unique policies, procedures, and formats, by prescribing the use of US Joint Military and Army publications wherever possible.

1-5. Responsibilities

   a. The Secretary Combined Joint Staff (SCJS) has responsibility for establishing Headquarters 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
Headquarters, 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)**.** Headquarters, UNC Command Group represents the "U" Staff and includes the offices of:

(1) Commander (CDR).

(2) Deputy Commander (DCDR).

(3) Chief of Staff (COS).

(4) Deputy Chief of Staff (DCS).

(5) Command Sergeant Major (CSM).

(6) Headquarters, UNC (Rear).

(7) Special Advisor to the Commander, UNC.

(8) Secretary Combined Joint Staff (SCJS), provides executive services for Command Group activities, to include Protocol.

(9) Historian.

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

(1) CDR (*NOTE***:** Position is a US General Officer).

(2) DCDR (*NOTE***:** Position is a ROK General Officer).

(3) COS (*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)**.** Headquarters, USFK Command Group represents the Joint or "J" staff (all US) and includes the offices of:

(1) CDR.

(2) DCDR.

(3) COS.

(4) DCS.

(5) Assistant Chief of Staff (ACoS) Transformation & Restationing.

(6) CSM.

(7) SCJS.

(8) Commander's Initiatives Group (CIG) (includes CDR's Special Assistant (SA)).

d. Delegation of signature authority. The staff principals authorized command signature authority (i.e., FOR THE COMMANDER:) are: DCDR and COS for the purpose of issuing official orders; and C/J3 for issuing official orders, and 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 Headquarters 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. Taskers.

(1) Formal Taskers. A tracking number and suspense date will be assigned by SCJS to formal taskers prior to being transmitted electronically via e-tst to organizational workflow accounts. Any taskers with a suspense greater than 24 hours will be formally tasked and tracked by SCJS. Taskings with a suspense less than 24 hours will be worked directly with the Office of Primary Responsiblilty (OPR) and the tasking office and copied with the COS office for situational awareness. Taskers that originate with CFC COS in the capacity of Commanding General (CG), Eighth Army will be routed through Eighth Army Secretary of the General Staff (SGS), and not through SCJS.

(2) CDR Taskers. CDR taskers comprise the majority of taskers that are captured in CDR correspondence, meetings, or events by the Special Assistant (SA), CIG, or SCJS; or from external organizations through Department of Defense (DOD) channels (i.e., Pacific Command (PACOM), Joint Staff, Office of Secretary of Defense (OSD), or Service Headquarters). These taskers will be tracked by the CDRs Executive Officer (XO). CDR taskers can only be closed by the CDR.

b. **Suspenses**. Command Group members establish suspenses to regulate the priority of work. Higher Headquarters may also establish suspenses that change staff priorities. All directorates should meet all suspenses. If it is anticipated that the suspense will not be met, the OPR Action Officer (AO) will request an extension from the tasking originator. The tasking originator is the approval authority for an extension. The tasking originator must contact SCJS via e-mail and make a notification of the new suspense if applicable.

(1) Interim replies are highly encouraged when extensions are requested.

(2) If a verbal response or direct communiqué to a Command Group member satisfies a suspense, the Action Officer will immediately enter the tasker information and CDR confirmation into Electronic Tasking and Staffing Tool (eTST); and follow eTST close out procedures.

   c. Electronic Tasking and Staffing Tool (eTST). SCJS Admin maintains the eTST database for suspense tracking and document control. The tool's two functions are:

   (1) Suspense tracking. Input to the eTST suspense database is accomplished by SCJS. Each staff section should use the tool to manage their suspenses. Notify the SCJS Admin of any discrepancies. The website can be found at: https://8army.korea.army.mil/etst/usfk/Default.aspx

   (2) Document control. All staffing documents received by SCJS are entered into eTST or assigned a control number. Electronic documents are sent to the SCJS workflow account, uploaded by SCJS into eTST, and routed for review, signature, or approval. After the appropriate Command Group office completes the required action, the originating office will receive completed notice via eTST and the document is returned to the originating office via mail distribution or e-mail.

   d. USFK Tasker Tracker. All directorates, deputies, and XOs can refer to eTST to manage suspenses back to the Command Group.

   (1) Unclassified Tracker. The Unclassified tasker tracker can be viewed daily and tracks all internal and external taskers to the command. It can also be accessed via: https://8army.korea.army.mil/etst/usfk/Default.aspx.

   (2) Classified Tracker. A Classified version of eTST can be used daily to view tasks on the SIPR and will track all classified and select unclassified taskers. You can also access this product via the SIPR portal, from the USFK portal Homepage, under SCJS.

   (3) To access a current Tasker report refer to the eTST Reference section and select the "eTST Suspense" link: https://8army.korea.army.mil/etst/usfk/Pages/Upcoming_Taskings.aspx.

   (4) Color Coding.

      (a) All taskers within suspense are coded black.

      (b) All taskers with an overdue suspense date are coded red.

      (c) Complete taskers will be coded green; and are moved to the closed tab.

   e. Transfer of a Tasking

   (1) In order to transfer a tasking from one staff section to another, coordination will be made through SCJS Admin.

   (2) SCJS Admin will coordinate with the appropriate Command Group office/staff section/component in order to transfer the tasking to a different organization or staff section and publish a revised tasker to formalize the transfer of responsibility.

   (3) When two staff sections agree on a transfer, the 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.

2-5. Organizational E-mail Accounts/Attachments/E-mail Packaging

a. The use of organizational e-mail accounts for normal routine e-mail traffic between staff and outside agencies should utilized. The purpose is to standardize e-mail addresses for routine e-mail traffic; to reduce the impact of e-mail traffic lost or unanswered due to leave, temporary duty (TDY), or permanent change of station (PCS); and to provide continuity. The naming convention for organizational e-mail accounts is the staff name at workflow ie. COS or pacom.yongsan.usfk.mbx.cos-workflow@mail.mil

b. To support the USFK initiative to minimize e-mail attachments and efficiently use the limited network resources, members should create SharePoint links to files.

c. The purpose for E-mail packaging instructions is to standardize and save time in preparing e-mails for the CDR to review and send forward. An Action Officer (AO) can refer to the SCJS Action Officer Handbook at https://8army.korea.army.mil/sites/USFK/staffGuide/Pages/Default.aspx.

2-6. USFK Command Policy Letters
Current USFK Command Policy Letters are maintained on the USFK Website under the Publications tab located at http://www.usfk.mil/usfk When the Commander directs a new policy letter be created, existing ones be revised, or an OPR determines that an existing one must be revised, the tasked OPR is required to staff the policy letter first through the USFK Staff, component commands, then through the USFK Staff Judge Advocate, Public Affairs Officer, and USFK/Eighth Army Publications and Records Management (PRM). Upon completion of coordination, the OPR will submit the policy letter and 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. The USFK/Eighth Army command publications will post to the USFK Website.

2-7. 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 the PRM office when preparing to staff or revise a publication or form to ensure proper procedures are followed. 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.

2-8. Meetings and Other Command Group Events
Personnel will be seated no later than five minutes prior to the published start time for all meetings that the Commander, DCDR, or COS host. Meetings in the CDR's, DCDR's, or COS' office are generally small group meetings which should include involved staff principals +1. Meetings that involve larger groups should be coordinated with SCJS for proper venue and audience.

2-9. Recurring Meetings Calendar Matrix
The matrix below (figure 2-1) outlines the recurring meetings within UNC/CFC/USFK.

UNC/CFC/USFK Recurring Meetings

Monday	Tuesday	Wednesday	Thursday	Friday
1100: USFK Campaign Plan GOSC hosted by DCDR (Van Fleet Rm); (bi-weekly) **1400: GO/FO/SES Stand-Up** hosted by COS (CR 215) (weekly)	**1100: USFK Campaign Plan CPG** hosted by COS (J5 Conference Rm); (weekly)	**0945-1100: C/J-Staff Update** (CBS Rm) • C-Staff (2nd week of each month) • J-Staff (4th week of each month) **1100: (as required after C/J-Staff) Component Commanders Discussion:** hosted by CDR (CBS Room)	**1030: Deputies & Executive Officer Meeting** hosted by DCS (CR215) (weekly)	**0900: XO Meeting** (COS Office) (weekly) **1100: USFK Campaign Plan CDR Update** hosted by CDR (CDR Office); (2nd week of each month)

Figure 2-1. Sample of UNC/CFC/USFK Recurring Weekly/Bi-weekly/Monthly Meetings

2-10. Staff Updates

a. Staff inputs for all updates are due 48 hours prior to the update.

b. General Officer/Flag Officer/Senior Executive Service (**GO/FO/SES) Stand-Up**. Normally occurs every Monday at 1400; hosted by COS. The intent of the meeting is for the Joint Staff Principals to synchronize staff events.

c. **Combined Staff (C-Staff) Update**. Normally held bi-Weekly on Wednesdays. The update is normally hosted by the CDR and DCDR and attended by the staff principal from each CFC staff section/element.

d. **Joint Staff (J-Staff) Update (US only)**. Normally held bi-weekly on Wednesday morning at 0945; hosted by the CDR, DCDR, or COS. The intent of the meeting is for the Joint Staff Principals to provide the CDR with updates of their current, near-term and future objectives and issues.

e. **Component Commanders Discussion (US only)**. Normally occurs after J-Staff at 1100 (as required). Hosted by the CDR and attended by the Component Commanders and Staff Principals.

f. **Deputies and Executive Officer Meeting (US Only)**. Normally held every Thursday morning at 1030; hosted by the DCS. The purpose is to review the synchronization calendar, NIPR/SIPR taskers, Master Activities Calendar (MAC) nominations, as well as 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.

g. **USFK Campaign Plan General Officer Steering Committee (GOSC)**. Normally held on Monday bi-weekly at 1100. The GOSC meeting is hosted by the DCDR and attended by the USFK CoS, USFK staff principals and representatives from each USFK Service Component. The intent of the meeting is to update the USFK senior leadership on USFK Campaign Plan objectives and and key tasks, provide guidance, and make decisions where appropriate. To prepare for each GOSC weekly OPT or Council of Colonels (COC) meetings are conducted on Thursday at 1300. The USFK J8 is responsible for coordinating preparation for each meeting. The graphic below portrays the process for ensuring prioritization, alignment and synchronization of the topics to be discussed at the bi-weekly GOSC meeting or weekly Command Planning Group (CPG) meeting. Appropriate topics are provided at the monthly Commander's Update for decision or guidance. When required, the topics are integrated back through the GO/FO/SES Stand Up for further action.
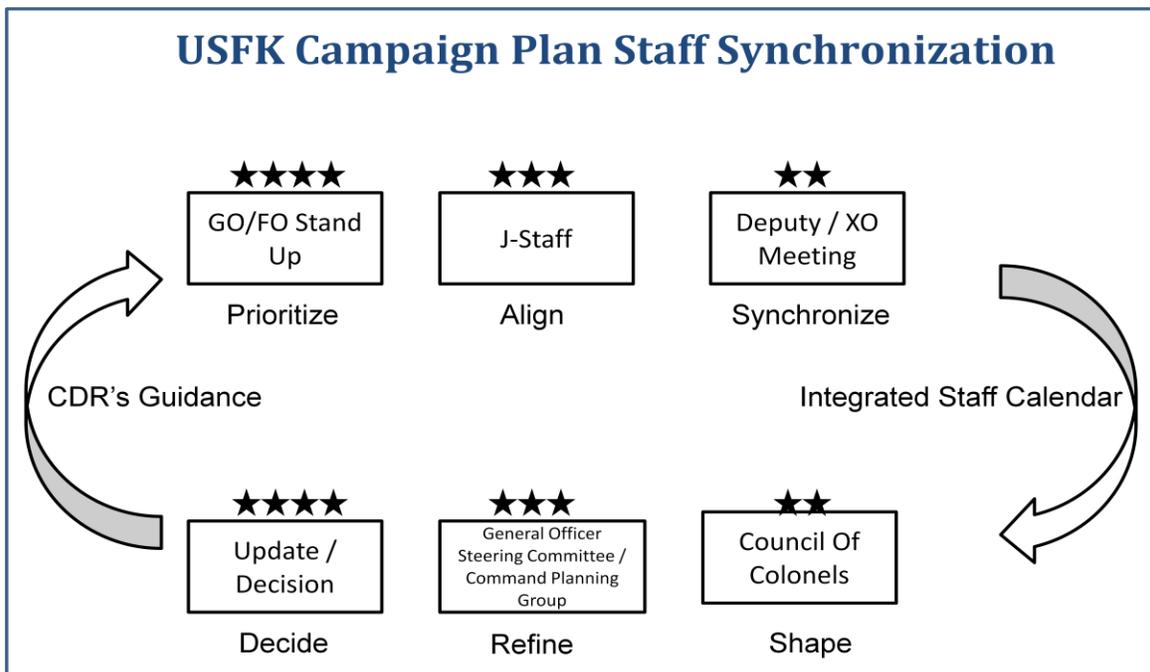
Figure 2-2. USFK Campaign Plan Staff Synchronization

h. **USFK Campaign Plan Command Planning Group (CPG)**. Normally held on Tuesday weekly at 1100 in the J5 Conference Room. The CPG meeting is normally hosted by the COS and attended by the required USFK Staff Principals and their designated briefers responsible for the topics being presented. The intent of the meeting is to update the USFK COS on USFK Campaign Plan actions being worked to obtain guidance for completing the actions. The agenda for the CPG meetings is discussed at the OPT and CoC meeting conducted prior to each GOSC meeting.   The USFK J8 is responsible for coordinating preparation for each meeting.

i. **USFK Campaign Plan CDR's Update**. Normally held on the 3rd Friday of each month at 1100. The CDR Update is attended by the USFK staff principals and their designated briefers responsible for the topics being presented. The intent of the meeting is to update the USFK CDR on USFK Campaign Plan related objectives, key tasks, and obtain guidance/decisions where appropriate. The CDR's Update presentation is previewed by the GOSC. USFK J8 is responsible for coordinating preparation for each meeting.

2-11. Distinguished Visitor (DV)/UNCMAC Update

Separate weekly briefs to the DCS to maintain situational awareness on distinguished visitiors and UNCMAC significant issues. Meetings will focus on DV itineraries, UNC visits and protocol issues. Attendees should include escort officers and supporting personnel identified by protocol or UNCMAC. Normally held on Mondays for the DCS and as directed by the COS or CDR.

2-12. Calendars and Synchronization

a. Master Activities Calendar. The MAC can be viewed and downloaded on the USFK NIPR SharePoint at https://8army.korea.army.mil/sites/USFK/Lists/EMAC_v3/calendar.aspx and 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 top-driven tool to provide information and predictability in a single source document representative of Major Events across the Command and higher elements (Stakeholders) outside 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 portrayed. The MAC is event-centric because of the resources required to make numerous events occur across the Command. This calendar is intended as an overview of USFK activities and only reflects a small portion of the events contained in the USFK Synchronization calendar.

b. Synchronization Calendar. The Synchronization Calendar is a tool used to coordinate all USFK staff actions. The tool can be broken down into four areas including the Operational Environment, Higher Headquarters, Joint Staff Principals, and Component Commands. The Operational Environment includes Threat Environment, Distinguished Visitors and Command Group Leave and TDY. Higher Headquarters inputs include those from Congress/President of the United States (POTUS), Office of the Secretary of Defense (OSD)/Joint Staff, United States Embassy, ROK Government, ROK Joint Chiefs of Staff and Components, and PACOM. The Joint Staff inputs include all of the USFK level joint staff principals and special staff. Component Command inputs include Eighth Army, Seventh Air Force, Seventh Fleet, Third MEF, CNFK, MARFOR-K, SOCKOR and UNCMAC. This calendar is intended to capture long term events up to an entire calendar year. It will be reviewed weekly at the DO/XO meeting as well as the GO/FO/SES Stand Up. To the maximum extent possible it should reflect progressive planning leading up to critical events that involve Command Group Members specifically focused on decision making events that require the USFK CDR. Please refer to the attached symbology and ROE on how to update the document properly. The document is currently located on the SCJS SIPR Shareportal under the Shared Documents file.

(1) The SCJS is the OPR for the MAC, Synchronization Calendar and the Critical Path.

(2) Classification. Events for the MAC are unclassified to facilitate the dissemination of information across the Command. The MAC contains information considered sensitive and will be clearly marked FOR OFFICIAL USE ONLY; will be posted or transmitted on NIPR 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 details. Input to the MAC must be screened by the senior

supervisor (Colonel/O-6 level, or equivalent) of each individual command/staff section/organization to ensure it is unclassified and releasable to both US and ROK members of CFC.

    (3) 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. Once screened an AO should submit a MAC nomination to SCJS for review at each week's DO/XO. Once approved by the USFK DCS the item will be added the calendar. All events suggested for the MAC must also be reflected on the Synchronization calendar.

        (a) 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 should be placed on the Synchronization Calendar. Reference key events from the previous year, to build an accurate template for the next year.

        (b) Intermediate Range Events. Place these events on the Synchronization Calendar and be ready to deconflict with other directorates during the DO/XO meeting and GO/FO Stand Up. Consider submitting as MAC nominations.

        (c) 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 commands/staffs 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 Chief of Staff for resolution. These events must be included on the Synchronization Calendar and should have already been submitted for inclusion on the MAC.

        (d) Event Criteria. All information should be included on the Synchronization Calendar. The events included in the MAC do not automatically require CDR involvement. Criteria for MAC events are:

- Combined events involving ROK-US leadership.

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

- Vertical Events. Events having significant impact on UNC/CFC/USFK through the involvement of a single component (e.g., Osan Air Show, Service Balls, Korean Augmentation To United States Army (KATUSA) Friendship Week).

- Recurring Events.

    o Key events.

    o Visits by DVs.

    o ROK Joint Chiefs of Staff (JCS) major training exercises and key events.

    o Significant, unclassified North or South Korean historical dates and training cycles.

    o ROK and US Holidays.

o Community Relations (COMREL) events.

o Trips and Conferences.

o OSD; JCS; and PACOM major training exercises and key events.

o ROK/US political events (ROK Ministry of National Defense (MND); US Department of State (DoS); US Embassy; elections).

o Community/garrison events.

o Department of Defense Dependents Schools (DODDS) events.

o Morale Welfare and Recreation (MWR) events.

o Family Readiness Group (FRG) events.

o Theater-level O-6 and above changes of command/responsibility ceremonies.

o Good Neighbor Program (GNP) events.

(e) Event Management. Any agency can have input to the MAC if there is an appropriate significant event to portray. Calendar inputs and updates are accomplished by the following process:

• Stakeholders submit events to their responsible primary/special staffs or components. Primary/special staffs and component commands compile event inputs and submit to SCJS via the SCJS.workflow e-mail address. pacom.yongsan.usfk.mbx.scjs-workflow@mail.mil

• SCJS compiles, sorts, and checks releasability/classification of the event requests received. A template is provided on the AO handbook sharepoint page.

(f) Event Submission. Information should be provided in the following format:

• Event Name.

• Inclusive Dates (Tentative if not finalized).

• 5Ws.

• OPR.

• POC Name, e-mail address, phone number.

• Location.

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

- Command Group: As desired/required.

- U-Staff: UNC.

- 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).

- J-Staff: USFK and US CFC events.

- CJ-1: DODDS; Armed Forces Spouses Club (AFSC); Red Cross; Safety; Spouse Advisory Council, Holidays.

- CJ-3: Departments of the Army, Navy, and Air Force; PACOM; and training, exercise and operational events for DOD, OSD, JCS.

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

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

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

- Eighth Army, Marine Forces Korea (MARFOR-K), Commander, US Naval Forces Korea (CNFK), Seventh Air Force (7AF), Special Operations Command Korea (SOCKOR): Significant Component events.

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

(h) Event Approval. The SCJS will be the final approval regarding events placed on the MAC. Any unresolved conflicts will be elevated to the Chief of Staff.

2-13. Staff Absences

a. UNC/CFC/USFK general/flag officers and staff principals are tracked by an executive officer (XO) or designated representative. Projected absences (leave and temporary duty) will be updated via the DCS NIPR SharePoint site, immediately, when known and will include the name of a representative who will act in the principal's absence.

b. Staff principals/members 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 LNO must be able to contact UNC/CFC/USFK staff members about acting as courier for completed actions back to Korea.

Chapter 3
Staffing Guidelines

3-1. General

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

3-2. 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, including any staff sections, components, or units affected. 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 e-mail was sent and no response received, AOs need to call the coordinating agency or directorate to obtain 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. A 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) Nonconcurrence. "Nonconcur" indicates the coordinating office disagrees with all or part of the proposed action. Nonconcurrence requires:

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

         (b) The originator will address all statements of nonconcurrence 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 nonconcurrence(s) was accepted or that it was not

incorporated because (state reason). However, if the nonconcurrence was not incorporated, explain the justification/rationale and place the justification/rationale for not incorporating the nonconcurrence at the same tab as the nonconcurrence.

(c) All staff coordination supporting materials must be annotated on the SSS. All concurrence supporting materials, all concurrence with comments supporting materials (with statement of comment incorporation), and each nonconcurrence must be placed in separate tabs.

3-3. 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 (e.g., alternating lines/paragraphs of English with Hangungmal directly beneath).

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

3-4. Staffing Coordination Procedures

a. The way in which documents will be routed by SCJS when submitted for Command Group consideration is based on which Headquarters is identified in the SSS (e.g., UNC, CFC, or USFK) as the final recipient. 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 COS UNC/USFK will also be forwarded to the DCDR, UNC/USFK as INFO ONLY.

b. 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 non-concurrences, 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. SCJS Staff Action Control Officer (SACO) will route to the appropriate Command Group office.

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

(1) Submit the Staff Summary Sheet (SSS) (UNC/CFC/USFK Form 108), figure 4-1, in order to show coordination and summarize the purpose of the package.

(2) All Tabs will be included with the staff package and will be labeled appropriately (e.g., TAB X, TAB A, etc.). Files attached as TAB X (documents to be signed by CDR/DCDR/COS) will be submitted in MS Word to allow for corrections to grammar and format before forwarding to the

signatory. Supporting documentation (e.g., 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 e-mailed by the AO to SCJS Admin, signed and encrypted, for review at pacom.yongsan.usfk.mbx.scjs-workflow@mail.mil (NIPR) or SCJS.workflow@korea.army.smil.mil (SIPR). If the package is complete and sufficient, SCJS Admin will enter package into eTST or assign a document control number, and forward to a SACO. The SACO will review for grammatical correctness and format and will annotate on the SSS before forwarding to the next designated element of the Command Group. Successive iterations of review will be conducted in the same manner with each reviewer forwarding to the next designated Command Group element. When the office of the signatory is reached and the requested action is taken, office administrative Non-Commissioned Officers (NCOs) will return the staff package to SCJS Admin. SCJS Admin will ensure final product is returned to the appropriate AO.
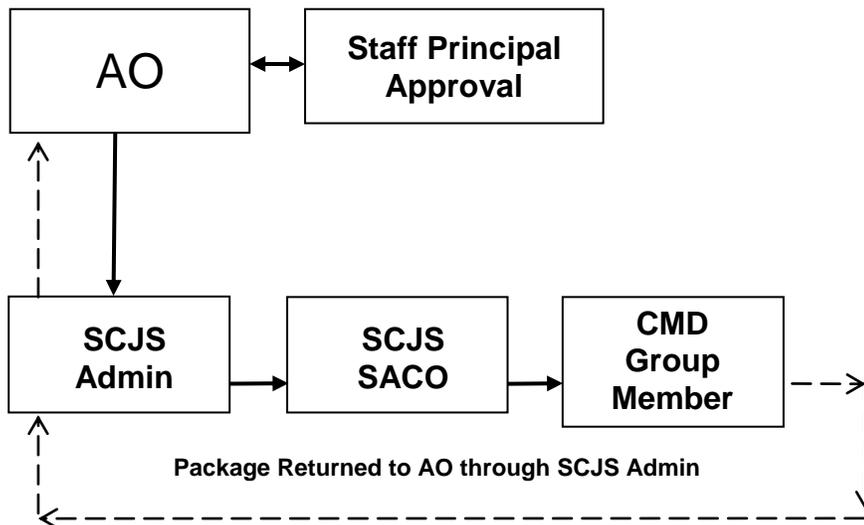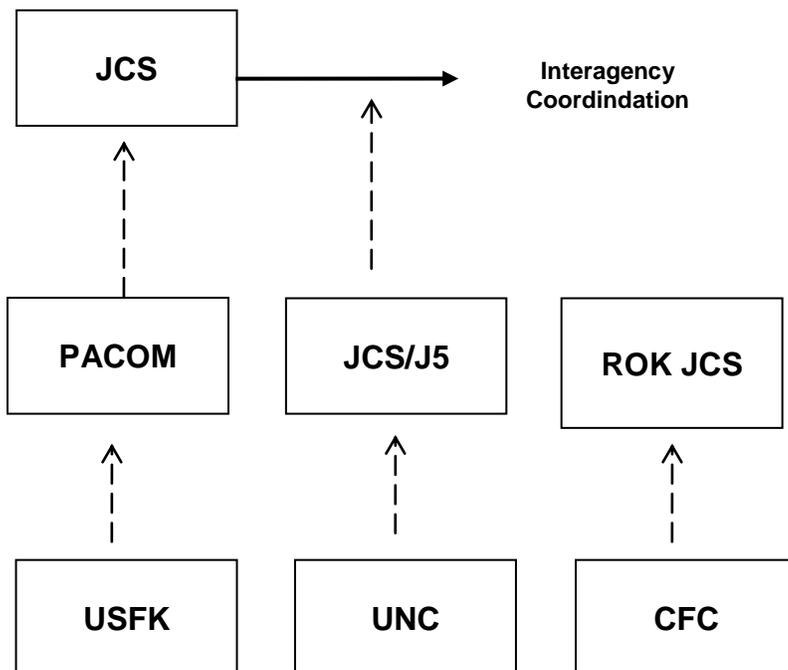
Electronic Staff Package Flowchart

Figure 3-1. Sample of Electronic Staff Package Flowchart

External Coordination and Staffing Flowchart

Figure 3-2. Sample of External Coordination or Staffing Flowchart

3-5. Command Group Calendar Schedule Request

a. The AO will provide a Read Ahead at least two (2) working days prior to the briefing in accordance with Chapter 4-12. 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 or COS calendar, the AO needs to coordinate directly with that GO's XO, to include read-ahead requirements. The directorate/AO will also ensure that the appropriate meeting room is scheduled; arrangements are made for audio-visual equipment and operators; the brief is properly rehearsed (with an individual designated to advance slides during the presentation, if applicable); an attendees list is provided to SCJS as appropriate, all handouts are prepared, and in the case of classified materials, collected after the brief.

c. For Command Group meetings/office calls, the goal is include only the minimum number of attendees required. As a general rule, this should include no more than the principal and one additional command/staff representative. Exceptions to this rule should be coordinated with the appropriate XO (for office calls) or the COS (for meetings outside Command Group principals' offices).

3-6. Action Officer Training

a. All action officers assigned to USFK shall be appropriately trained in staff processes and correspondence management.

b. The Staff Action Officer Training Course (SATC) is offered twice a month by the Deputy Chief of Staff's (DCS) office and SCJS and must be completed within two months of processing into Korea.

c. Completion of training will be recorded by SCJS and monitored by the DCS' office to ensure compliance.

Chapter 4
Correspondence Management

4-1. General
This chapter explains the purpose and describes the preparation of UNC/CFC/USFK-unique correspondence. (Refer to Army Regulation (AR) 25-50 for basic guidance on correspondence management.) Refer to the Action Officers Handbook:
https://8army.korea.army.mil/sites/USFK/staffGuide/Pages/Default.aspx

4-2. Memo Pads
Government-furnished memo pads will be used within the Headquarters 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 Army Information Management or your section admin for guidance on obtaining memo pads.

4-3. Staff Summary Sheets

a. A UNC/CFC/USFK Form 108, (SSS) is required to forward a document (e.g. Point Papers) to the Command Group for signature, approval, or information. SSSs may also be used within staff sections as directed by staff principals (figure 4-1 and figure 4-2). SSS formats are available on the Eighth Army 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.

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							COS	Rev	
4							CSM	Rev	
5							SCJS	Rev	
6							SACO	Rev	
7									
8									
9									
10									
11						REMARKS:			
12									

STAFF / ORGANIZATION Office Symbol of Originating Staff	ACTION OFFICER Staff/Org. POC	PHONE NO.	SUSPENSE DATE Assigned in tasker	PREPARED DATE:

SUBJECT: Clear and unambiguous statement of the subject

PURPOSE: Statement of desired outcome

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."

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.

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.

3 Encls
TAB X -- Proposed Document for Sig/App
TAB A -- Tasking Memo
TAB B -- Supporting Documentation

SECTION PRINCIPAL
Colonel, USAF
Assistant Chief of Staff, J1

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.)

USFK   FORM   **108**   PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE.

Figure 4-1. USFK Form 108 Staff Summary Sheet (Instructions)

	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 Snuffy, 26 Oct				
2	J2	REV	W/C		BG James, 27 Oct		CDR		
3	J3	REV		X	MG Miller, 20 Oct		DCDR		
4	J4	REV	X		BG Jones, 22 Oct	3	COS	APPROVE	
5	J5	REV	X		MajGen Clinger, 23 Oct		CSM		
6	J6	REV	X		Col Spock, 20 Oct	2	SCJS	REVIEW	
7	RM	REV	W/C		COL Scotty, 20 Oct	1	SACO	REVIEW	
8	CNFK	REV	X		RADM Kirk, 20 Oct				
9	SJA	REV		X	Col Early, 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.

  1. **RECOMMENDATION**: Chief of Staff, USFK approves the press release at TAB A by signing SSS.

  2. **DISCUSSION**:
    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.

    b. Comments from staff coordination, at TAB B, incorporated in letter at TAB A.

    c. J3 and SJA comments addressed at TAB C.

  3. **RESOURCE IMPACT**: None.

3 Encls   Sylvester Stallone
Tab A: Proposed Consolidated Press Release   Colonel, US Army
Tab B: Concurrences with Comments   Public Affairs Officer
Tab C: Non-Concurrence and rationale for not
     incorporating in the letter at Tab A.

USFK   FORM   **108**   PREVIOUS EDITIONS OF THIS FORM ARE OBSOLETE.

Figure 4-2. USFK Form 108 Staff Summary Sheet (Example)

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, SSSs 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 within the package. If necessary, continue the SSS on a second page. Figure 4-3 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 non-concurrences /consideration of non-concurrences 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 COS, USFK sign the DA Form 631 at TAB X; and CDR, USFK sign the DA Form 631 at TAB X1 and attached award certificate at TAB X2.")

(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 non-concurrences.

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 <u>blank sheets of paper</u>, preceding the document.
Enclosures to the alphabetical tabs will be marked sequentially beginning with the number one (1).
DO NOT STAPLE THE DOCUMENT OR PACKET.
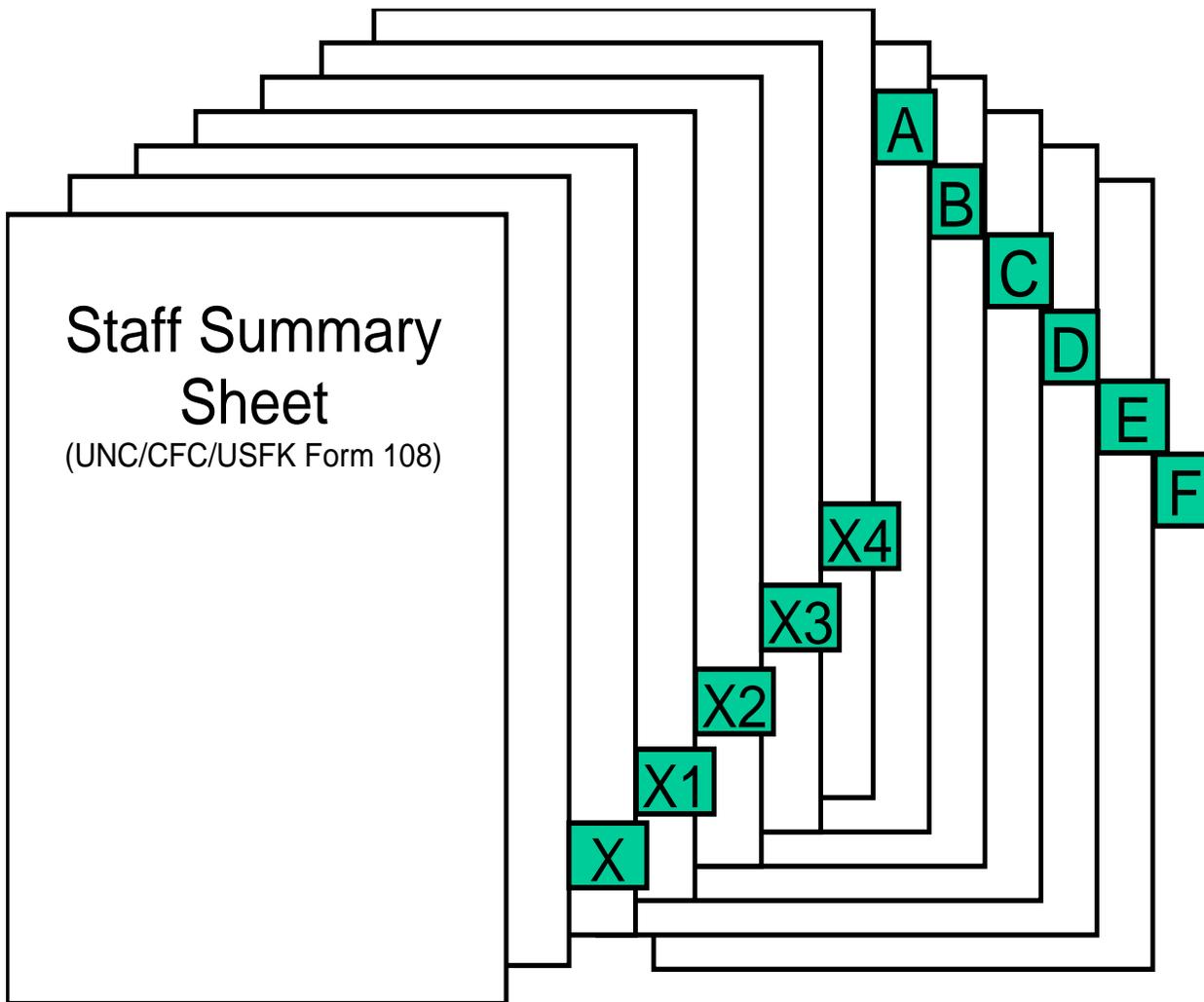
NOTE: For items that are pictures or slides in landscape format, the right side will be rotated to the top of the page. This standardizes viewing of briefs, certificates for signature, etc.

Figure 4-3. Assembly of Correspondence Packages

(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 provide via e-mail or SharePoint an electronic copy of **UNCLASSIFIED** documents to facilitate the making of minor corrections or revisions without returning the document to the originator to make corrections.

NOTE: Not providing an electronic copy via e-mail or SharePoint 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.

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, Chapter 4-3).

b. The drafter's office symbol will be used in the return address element for memoranda 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 COS is to sign and wants to reflect his address on the from line, use "Office of the Chief of Staff".

c. Packaging E-mails on behalf of the Command Group or other GO/FOs.

(1) E-mails written for the Command Group or other G/FOs should be completely packaged to save the GO/FOs time and effort. Follow the proceeding instructions to correctly package e-mails.

(2) Once the task has been given to draft an e-mail:

(a) Draft the intended e-mail (in the GO/FO's voice).

(b) Find the recipients and enter addresses correctly.

(c) Find out who needs to be informed in the "CC:" line as well (for more information on the "TO:" / "CC:" lines, please contact the appropriate Command Group XO).

(d) Save the e-mail (*NOTE*: It will then reside in your "Drafts" folder).

(e) Start a new e-mail. Recall the previous draft e-mail using the "Attach Item" button. Write a short message to the General to jog his memory of the task (*NOTE*: Before forwarding to the General, make sure the e-mail is signed, but NOT encrypted).

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 the Staff Judge Advocate's office (FKJA).

4-6. Document Formatting - Font styles

a. 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.

b. For PowerPoint briefings and charts, see the UNC / CFC / USFK Staff Slide Template at: https://8army.korea.army.mil/sites/USFK/CMDR%20Staff/scjs/Shared%20Documents/Forms/AllItems.aspx

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 4-4, 4-5, and 4-6) 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://8tharmy.korea.army.mil/g1_AG/Programs_Policy/Publication_Records_Forms.htm#etc.)

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 <u>drafted</u> the document, not the signer's.
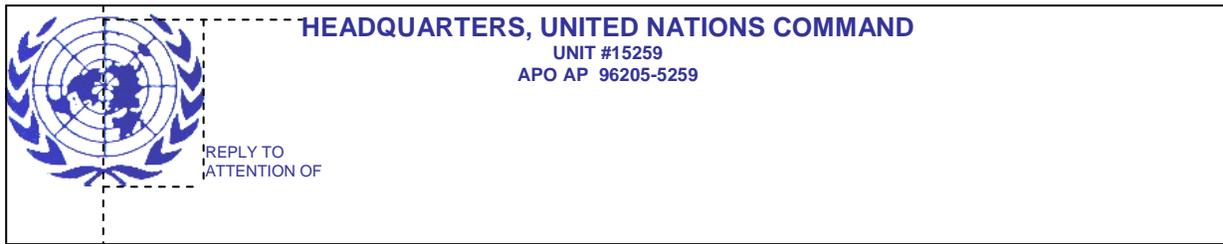
d. United Nations Command Letterhead. (Figure 4-4)

(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.
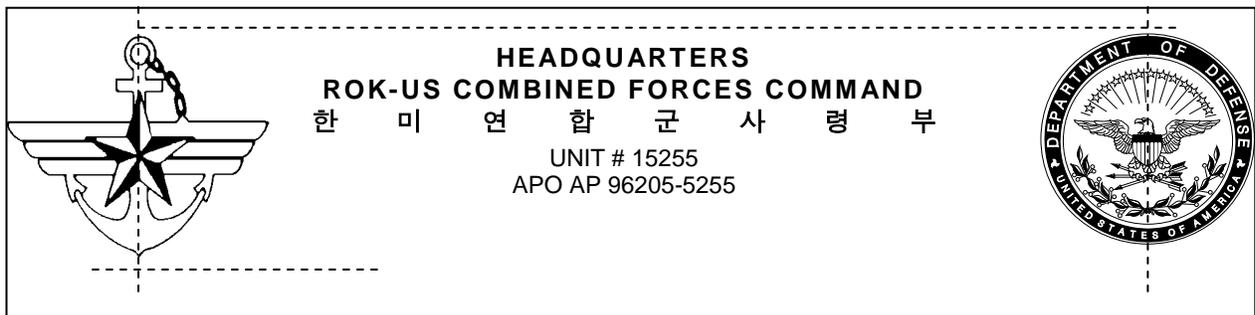
Figure 4-4. United Nations Command Letterhead

    e. Combined Forces Command Letterhead. (Figure 4-5)

        (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.

Figure 4-5. Combined Forces Command Letterhead
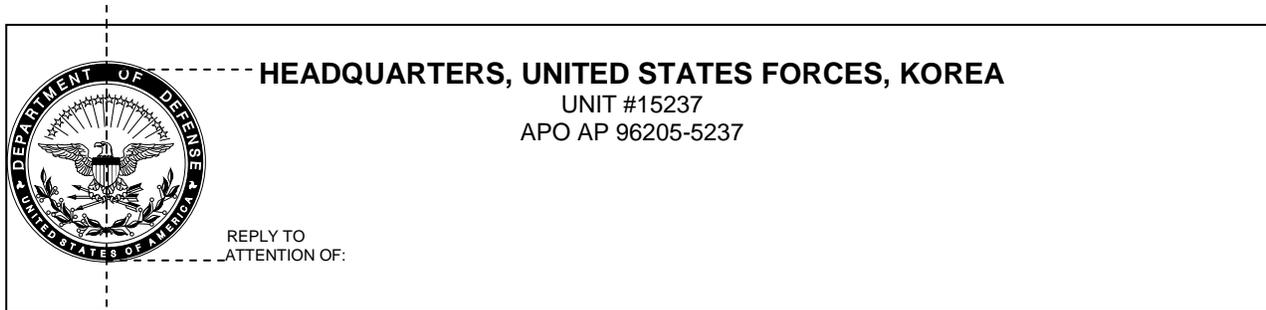
    f. United States Forces Korea Letterhead. (Figure 4-6)

        (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.

HEADQUARTERS, UNITED STATES FORCES, KOREA
UNIT #15237
APO AP 96205-5237

REPLY TO
ATTENTION OF:

Figure 4-6. United States Forces Korea Letterhead

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

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.

MILITARY	**NON-MILITARY**
CDR FULL NAME (ALL CAPITALS)	CDR Full Name (Upper & Lower Case)
General, US Army	General, US Army
Commander	Commander

b. Deputy Commander (CFC/GCC).

MILITARY	**NON-MILITARY**
For CFC:	
DCDR FULL NAME (ALL CAPITALS)	DCDR Full Name (Upper & Lower Case)
General, ROK Army	General, ROK Army
Deputy Commander	Deputy Commander

For GCC:

MILITARY	NON-MILITARY
CDR FULL NAME (ALL CAPITALS)	CDR Full Name (Upper & Lower Case)
General, ROK Army	General, ROK Army
Commander	Commander

    c. Deputy Commander (UNC/USFK).

MILITARY	**NON-MILITARY**
DCDR FULL NAME (ALL CAPITALS)	DCDR Full Name (Upper & Lower Case)
Lieutenant General, USAF	Lieutenant General, U.S. Air Force
Deputy Commander	Deputy Commander

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

MILITARY	**NON-MILITARY**
COS FULL NAME (ALL CAPITALS)	COS Full Name (Upper & Lower Case)
Lieutenant General, USA	Lieutenant General, U.S. Army
Chief of Staff	Chief of Staff

For GCC:

DCDR FULL NAME (ALL CAPITALS)	DCDR Full Name (Upper & Lower Case)
Lieutenant General, USA	Lieutenant General, U.S. Army
Deputy Commander	Deputy Commander

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

MILITARY	**NON-MILITARY**

For UNC:

SR MEMBER FULL NAME (ALL CAPITALS)	Sr Member Full Name (Upper & Lower Case)
Major General, ROKA	Major General, ROK Army
Senior Member, UNCMAC	Senior Member UNCMAC

For CFC:

DCS FULL NAME (ALL CAPITALS)	DCS Full Name (Upper & Lower Case)
Major General, ROKA	Major General, ROK Army
Deputy Chief of Staff	Deputy Chief of Staff

For GCC:

COS FULL NAME (ALL CAPITALS)	COS Full Name (Upper & Lower Case)
Major General, ROKA	Major General, ROK Army
Chief of Staff	Chief of Staff

    f. US Member UNCMAC.

MILITARY	**NON-MILITARY**

For UNCMAC:

MEMBER FULL NAME (ALL CAPITALS)	Member Full Name (Upper & Lower Case)
Major General, USAF	Major General, U.S. Air Force
US Member, UNCMAC	US Member, UNCMAC

4-9. Information Papers

a. An information paper (figure 4-7) is a concise document for use within the Headquarters designed to present key facts or information in a clear, brief and orderly fashion. The first line should include a bottom line up front (BLUF) to summarize the main points of the paper. 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 AO's name and phone number. An information paper will not take the place of the SSS when approval or an action is desired.

b. 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 COS 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.

INFORMATION PAPER

SUBJECT

BLUF: Explains the reason for the paper (e.g., "To provide info on new missile guidelines…" Be sure to answer the "SO WHAT?" of the paper. If the CG reads nothing else, he can understand the whole point of the paper. Answers the "Why am I reading this?" question.

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, e-mail address and phone number.

_____
STAFF PRINCIPAL, DEPUTY, or
O-6 LEVEL DESIGNEE

Version # (as req)

Figure 4-7. Sample Info Paper Format

4-10. Congressional Point Paper

a. A congressional point paper is used to prepare the commander for congressional testimony. It should not be more than 2 pages in length (not including questions and answers) and should be simple and concise - written for a civilian audience.

b. Each paper should include a bottom-line up front and no jargons or acronyms should be used.

c. Unless it is a Component Paper, i.e. Eighth Army, 7th Fleet, the paper must be coordinated with other staff directorates. For example, the number of missiles in inventory should be synchronized and correct across the staff.

CLASSIFICATION LEVEL

Command/Staff Section/Point of Contact Name
DSN: xxx-xxxx/dd mmm yyyy

CONGRESSIONAL PREP POINT PAPER
SUBJECT

(U) BLUF: Concise, civilian-audience-focused statement of the significant facts concerning the paper's subject; unclassified and able to be used in open testimony.

(U) RELEVANT INFORMATION:

- No more than 2 pages, not including question(s) and answer(s); no acronyms; written for civilians.

- Annotate in upper right hand corner on each page: command, staff section, Point of Contact, phone number and Date Time Group (see above).

- Address critical information for the commander's understanding and reference to deliver the command message.

- Must be a coordinated Joint Paper, unless a Service Component paper.

- Paper will be sufficient to stand-alone. Use Short, concise, bullet-words throughout the paper.

  -- Enclosures may be used if necessary. Enclosures are annotated as: (See TAB A).

- 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 aligned w/ beginning words of previous line.

    --- Start tertiary lines with "---"and will be aligned w/ beginning words of previous line.

- Formatting: 8.5"x11" paper w/ 1" margins (left, right, top, bottom), and ¼ tabs intervals.

  -- Use Arial, 12 point font; use no smaller than 10 point font to keep to one page.

- Write each phrase ("point") as a separate line.

- Annotate classification on top and bottom of paper and on each section in the paper.

- Identify changes or updates in BLUE font within subsequent updates to paper.

- Put file name in bottom left hand corner; use standard naming convention provided below.

 (U) POTENTIAL QUESTION(s)

- Likely question(s) Congress may ask on this subject.

(U) ANSWERS(s):

- Answer the question with bullet response (clearly mark the classification).

  -- Unclassified answer required up-front; classified information included as back-up data to answer.

  -- If no unclassified answer, put following statement: "To provide a complete answer, I request a closed session or to take the question for the record." – (Must provide a classified answer)

_____

STAFF PRINCIPAL

1

Tab section-item title (Jx)(dd mmm yyyy)(U)
save document using naming convention; ex C I-01 title (J1)(11 Jan 2012)(U)
CLASSIFICATION LEVEL

Figure 4-8. Congressional Point Paper Format

4-11. Decision Paper
A Decision Paper (figure 4-9) is used to solicit a decision. The resource impact is a critical component which provides the decision maker with the necessary information to arrive at a logical conclusion. If coordination is required, i.e. to confirm ordnance numbers, be sure to clearly show that coordination has been accomplished.

DECISION PAPER

SUBJECT

BLUF: Answers the "Why am I reading this?" or "SO WHAT?" question. If the CG reads nothing else, he can understand the whole point of the paper. e.g. "To seek your decision on new missile guidelines."

RECOMMENDATION: What decision is wanted or required? Quantify dollars, manpower, and equipment, if involved. Clearly state desired decision.

- COA 1 (List multiple courses of action (COAs) if appropriate.
- COA 2

ASSUMPTIONS:

- (State assumptions, i.e., it is assumed that current funding levels will remain constant.)
- (If there are no assumptions, state, "none.")

FACTS:

- **Background.** (Provide a brief background of the issue or problem.)
- **Facts.** (Provide a brief description of the current status of the issue or problem.)

RATIONALE FOR RECOMMENDATION: (The assumptions, if any, and facts should support the recommendation in paragraph 2 .)

IMPACT OF SUCCESS OR FAILURE: (State the results of putting and not putting the recommendation into action.)

RESOURCE IMPACT: (Funding, Personnel, Equipment)

COORDINATION: (If coordination is not required, state, "not required.") (Draw a line through "concur" or "nonconcur", date and write the name of the person with whom coordination was made.)

    ACOS, J3:   **Concur**   **Nonconcur**   **Name and Date:**

    ACOS, J5:   **Concur**   **Nonconcur**   **Name and Date:**

APPROVE _____ DISAPPROVE _____ SEE ME _____

POINT OF CONTACT: Name, e-mail address and phone number.

                                _____
                                STAFF PRINCIPAL, DEPUTY, or
                                O-6 LEVEL DESIGNEE

Version # (as req)

Figure 4-9. Sample Decision Paper Format

4-12. Command Group Read Aheads

The Read Ahead (RAH) is an essential tool that affords the CDR situational awareness and background information of upcoming events or meetings. The information provided by assigned OPRs allows the commander to proactively engage in events that require his attention and participation. Accordingly, a self explanatory 5Ws information questionnaire is embedded into the Read Ahead template (8.5X11 format) in order to facilitate the OPR to properly fill out the RAH in support of the commander. To prepare the Commander for all calendar events, staff principals or designated deputies will electronically post their RAHs via the CIG SharePoint Calendar 48 hours in advance (or on the last duty day prior to a 4-day weekend, 96 hours in advance). The OPR for the CDR's RAH Program is the CIG (DSN 723-5027/7225).

   a. RAHs will be prepared on 8.5-inch by 11-inch paper (**figure 4-10**). The Read Ahead format and the RAH Posting Procedures can be accessed on the CIG Shared Documents SharePoint Link below: https://8army.korea.army.mil/sites/USFK/CMDR%20Staff/cig/pages/default.aspx. All Read Aheads will include the following:

      (1) Header Information:

         (a) Event name.

         (b) Event location(s) (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) Indicate 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) Uniform / Dress code for the event.

      (4) The POC and the first O-6 for the 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 O-6.

(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 O-6 level attendee or above, if the Commander is meeting them for the first time.

(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.

(13) OPRs are required to complete/update their RAH (last page) by COB the day of the meeting with the CDR to include a meeting Executive Summary(EXSUM), commander guidance/decisions, and any specified tasks. Where possible, commander taskings should include OPRs/OCRs and suspense dates for each specified task.

   b. The RAH process follows:

(1) Once the calendar request is approved and added to the CDR's calendar: The CIG initiates "Workflow" e-mail to the OPR and that read ahead is required for the CDR's scheduled event. This "Workflow" will also direct the OPR to the CIG RAH SharePoint Calendar where they can post their read aheads and the OPR can access the pre-formatted Microsoft Word document (base RAH document and Microsoft Power Point slide template at this site.

(2) 48 hours in advance (or on the last duty day prior to a 4-day weekend, 96 hours in advance): RAHs (.pdf and 8.5-inch by 11-inch Microsoft Word format) are posted electronically by staff primaries in the grade of O-6, or by deputies and selected others with access on behalf of GO/FO staff primaries, to one of the following links:
NIPR: https://8army.korea.army.mil/sites/USFK/CMDR%20Staff/cig/pages/default.aspx
 or SIPR:
http://ktoportal.usfk.smil.mil/sites/cmdgrp/CIG/lists/CDR%20Read%20Ahead%20Aheads.aspx
If there is difficulty in posting the read ahead, please contact the CIG directly.

(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 completed 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 that the CDR speak at an event. 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 CDR is being asked to present a gift to any agency, the CDR's office must approve the gift prior to the event after obtaining a legal review.

c. Read Aheads for the DCDR, UNC/USFK and; COS, UNC/CFC/USFK; will be prepared in the same manner as laid out above, but will be submitted to their respective XOs, NLT 48 hours prior to the event.

d. AOs preparing RAHs will include talking points, questions for the CDR/DCDR/COS 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 CDR, refer to the CDR's SA for current issues at 723-5235, or to the DCDR/COS XOs at 723-5236/723-6544/725-6031 respectively. 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.

e. Read Aheads will be reviewed by the staff principal or deputy before submission.

f. Please ensure that classified content is not posted onto NIPR read-aheads; sensitive information that the CDR may not want posted should not be included in either NIPR or SIPR read-aheads.

What: The title of the event
Where: venue
When: Date Month Year / Start Time – End Time

Attendees: (O6/E9/GS-15 and above)

- Rank/grade first name last name, title ("go by" name for US and "phonetic" name pronunciation for non-US), for attendees that the Commander should know about.
- Here are some examples:
- GEN & Mrs. Kwon, Oh Sung, D/CDR, CFC; Mrs. Shin, Hyun Hee, ("GEN Kwon & Mrs. Shin")
- LTG John D. Johnson., CG, EUSA, CoS, UNC/CFC/USFK ("Jack")
- Do not include GEN & Mrs. Thurman as attendees in this section.

Purpose/BLUF:

- Why is the Commander participating in your event/office call/function/briefing?

CDR Speaking: ☐ Yes ☒ No

- If yes, is translation required?
- If translation is required, will translation be simultaneous or sequential? Who is the translator (Full Name – Mr. Chi Min Ham, CDR's translator)

Will Media be Present? ☐ Yes ☒ No

Have you coordinated with PAO?

Presenting Gift: ☐ Yes ☒ No

Is the CDR presenting a gift? If yes, have you coordinated with Protocol or the 'gift-agency'?

Scroll of App: ☐ Yes ☒ No

- If so, have you coordinated with the CMD Group?

Mrs. Thurman Attending: ☐ Yes ☒ No

Uniform: Duty (only specify the uniform for the CDR)

Emcee: If you are the OPR for a ceremony or reception where the event calls for "a host", please include the name of the master of ceremony. Enter "N/A" if this does not apply for your event.

OPR: Rank/grade name, title, DSN, **cell number**

Agenda:

- Outline the key points of your meeting.
- Ensure these match the agenda slide of any PowerPoint slides you are providing
- Other items such as briefing slides, movement and transportation plan?

Topic/Key Discussion Points:

- What are key topics, requests by the CDR, etc.?
- What decisions do you need from the CDR at the end of this meeting?
- How does your issue/topic impact UNC/CFC/USFK?
- Other?

Background Information for the CDR:

Figure 4-10 Sample Read Ahead Template (1 of 2)

For Official Use Only
What: The title of the event
Where: venue
When: Date Month Year / Start Time – End Time

- Have you attached biographies for all DV attendees (especially if the CDR is meeting them for the first time)
- 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) or agencies outside USFK tie into your topic?
- Other?

Meeting Executive Summary (to include CDR guidance/decision)?

* (To be filled in after the meeting)

* Have you provided a summary of the meeting including the information regarding decision, guidance, and direction received from the Commander during the meeting or event w/ the CDR?

* Have you forwarded a hyperlink of the updated CDR's guidance or decision to all attendees at the meeting?

Commander Taskings?

* (To be filled in after the meeting)

* Capture any due-outs or taskers from the meeting/event. SCJS will review and issue formal taskers if warranted.

Figure 4-10. Sample Read Ahead Template (2 of 2)

4-13. PowerPoint Slides

PowerPoint presentations should be standard within UNC/CFC/USFK. The template as well as instructions can be downloaded from SCJS through the Action Officer Sharepoint page.

4-14. Commander's UNC/CFC/USFK Guide

a. Directorates and agencies have been tasked by the CDR to submit 5"x8" sized cards containing the most current, relevant information from each directorate or agency. Each directorate or agency will submit CDR's guides monthly, quarterly, or as needed. The frequency of submission is determined by the directorate or agency and are due by "close of business" on the first Friday of each month or quarter. The intent of each UNC/CFC/USFK Guide (**figure 4-11**) is for the CDR to be able to review current, relevant information from each directorate or agency at his discretion. When drafting the guide, ensure the following steps:

(1) Review punctuation and spelling.

(2) "AS OF DATE" is included

(3) CLASSIFICATION is included

(4) Banner and OVERVIEW is completed

(5) All information legible

b. Once drafted, all properly formatted guides will be submitted through the CIG, where they will be printed and delivered to the CDR.

c. The latest template can be accessed from the CIG's sharepoint site.

Figure 4-11. CDR'S UNC/CFC/USFK Guide Template

Figure 4-12. Quad Chart Template

4-15. "THURMAN SENDS"

    a. Directorates and agencies will often be tasked by the CDR's office to draft the body for a "Thurman Sends" communication for publication to the community based on recent or future events. A "Thurman Sends" will not be longer than two pages and the color coding is as follows: YELLOW is for safety (figure 4-13); RED is for fatality (figure 4-14); and PURPLE is for information (figure 4-15). Format for the second page when drafting a two-page "Thurman Sends" is shown in figure 4-15. When drafting, ensure the following steps:

        (1) Review punctuation and spelling.

        (2) Number the "Thurman Sends" with next sequence number (xx-yy, xx=sequence, yy=year) i.e. 10-07, 11-07, etc. Verify what is currently posted online at the USFK web page, and confirm with CDR office to ensure proper sequencing.

        (3) Check all URLs on hyperlinks to ensure links bring 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: *Thurman Sends #-07* (Exact Title on Document).

        (6) Route through PAO and SJA (as applicable).

    b. Once drafted, all "Thurman Sends" will be submitted through SCJS with SSS and routed through the COS. The COS 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, at which time the USFK Public Affairs Office will post to the USFK webpage.

THURMAN SENDS #2

Ulchi Freedom Guardian UFG '11
Safety Message

1. Ulchi Freedom Guardian '11 is a demanding exercise that presents a great opportunity for our joint and combined forces to evaluate our mission essential and critical supporting tasks. I know that all participants will work to maximize training benefits from this exercise. While there are many training benefits, personnel must be reminded that even routine task can be hazardous and that caution is a lifesaver. In the past, we have experienced catastrophic accidents involving vehicle and aviation operations. Accident prevention planning and strict enforcement of approved safety standards will reduce risk and the potential for accidents.

2. It is essential that commanders and leaders at all echelons engage with their units to ensure safe execution. As exercise play evolves, the potential for accidents increases. To maximize our efficiencies and maintain an appropriate level of safety, leaders must identify hazards and control risks across the full spectrum of our missions, functions, operations, and activities in order to defeat complacency, overconfidence, and, indeed, fatigue. Vehicle operations and continuous change in our operating environment, such as heavy rains and hot weather, will probably present the greatest safety threats to our forces - especially to new arrivals and off Peninsula personnel. I encourage each of you to take the time now to ensure the relationship between your specific mission task and safety is in the proper balance.

3. I expect leaders and service members to be thoroughly familiar with risk assessment and risk mitigation guidance regarding air, ground, sea, and port operations. Success of this exercise will be measured against our execution of battle tasks, management of tactical risks for changing situations, and, importantly, how safely we conduct the operation. This exercise will not be considered a success until everyone returns home safely.

4. I am deeply committed to the achievement of our UFG training objectives. I am also equally insistent that we execute the training safely. Not having a serious injury or loss of life should be an achievable goal in this upcoming exercise. Commanders and leaders, take charge of your units. Service members, I want you to train and exercise safely. Thanks to all for your commitment to our great ROK ally and the security, we both provide for this magnificent land. I greatly appreciate what you do and the professionalism you exhibit in doing it. We go together!

JAMES D. THURMAN
General, U.S. Army
Commander

FREEDOM'S FRONTIER!

Figure 4-13. Sample THURMAN SENDS (Safety, Yellow Format)

T H U R M A N   S E N D S   #

USFK

Death of a U.S. Service Member

1. This week we lost a USFK Soldier as a result of an off-duty accident that occurred while the Soldier was crossing a street off post. This is the second off-duty pedestrian-vehicle fatality in six months. In total, we have lost five service members in the past six months. Added to these are two suicides, including a family member. I find the loss of seven service members, civilians, or family members alarming!

2. These tragic losses impact families, weaken morale, disrupt unit cohesiveness, and reduce mission readiness. Leaders – corporals to generals – even while we mourn the loss of these men and women, we must direct our energy toward the prevention of accidents and the well-being of our service members, civilian employees, and family members.

3. I charge each of you to press hard through education, awareness, supervision, and risk management to ensure that every USFK service member and civilian understands the need to include safety in everything they do, whether at work or at home. As leaders, we need to show our subordinates that we mean business when it comes to enforcing the rules of safety, while at the same time showing them that we care.

4. Leaders must take immediate action to become personally involved in preventing accidents and suicides. Visit our USFK Homepage to review my policy letters in these important areas. Be alert for signs of someone in trouble and ensure that anyone who needs help gets it immediately.

5. Our success can be defined only as "No Loss of Life." To help achieve that success, give this safety alert the widest possible dissemination; electronically and by posting it on unit bulletins boards.

6. We go together!

JAMES D. THURMAN
General, U.S. Army
Commander

FREEDOM'S FRONTIER!

Figure 4-14. Sample THURMAN SENDS (Fatality, Red Format)

Figure 4-15. Sample THURMAN SENDS (Information, Purple; 2 page format)

4-16. Cable Book
The Cable Book is comprised of a 24-hour, peninsula-wide weather forecast; Command Center Seoul (CC Seoul) significant daily events covering the previous 24 hours; US Embassy Korea messages ("Cables") covering the previous 24-hours; and DV tracker covering the next 24 hours. SCJS compiles and posts daily via SIPR NLT 0800 to the Command Group, GOs, and staff principals every normal duty day.

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 COS, USFK. Use Arial, size 11, bold. Sample and format for the notes are at figure 4-16. Submit draft notes to the appropriate GO/XO.
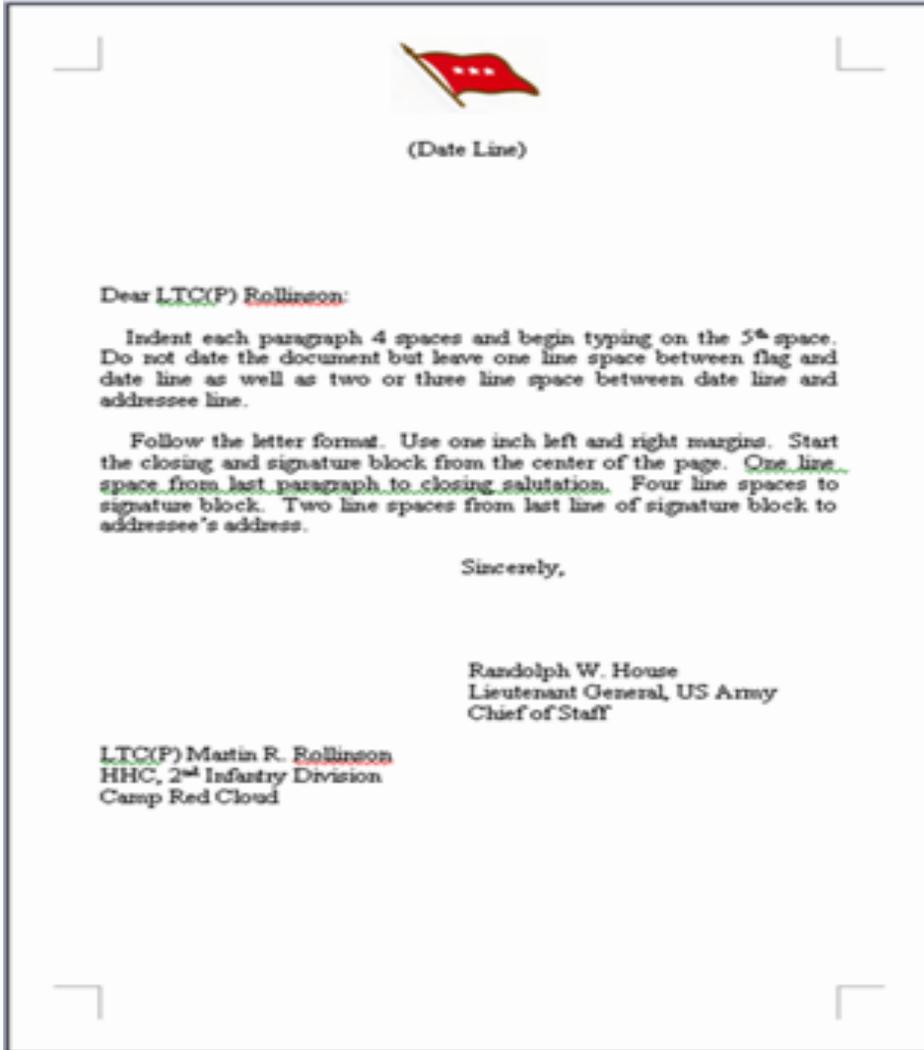
Figure 4-16. Sample 3-/4-Star Note Format

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

The Commander, UNC/CFC/USFK is the approval authority for the SOA. When the CDR directs award of the SOA, the OPR will submit staff summary sheet through SCJS a with a proposed citation prepared on plain sheet of paper and a CD on which the documents are saved. SOA will be provide link for formatted/useable examples to be framed by SCJS IAW CDR guidance prior to presentation. For mass SOA presentations, the OPR will fund SOAs and SCJS will frame for quality control for standardization. For OPR planning purposes, SOAs cost approximately $50, are purchased from Arts & Crafts and you must obtain two CDR's coins to place in each frame. Examples, by type, are provided at figures 4-17, 4-18, and 4-19.

Figure 4-17. Sample USFK Scroll of Appreciation

Figure 4-18. Sample CFC Scroll of Appreciation

Figure 4-19. Sample UNC Scroll of Appreciation

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, COS, 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. Sample and format are at figure 4-20.

Figure 4-20. Sample White House Certificate Format

4-20. 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: SACO -> SCJS -> DCS -> COS -> CDR

   b. Joint Awards. US 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 that 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 Service members assigned to UNC/CFC/USFK, but

not in a valid joint billet, may be eligible for joint awards as an exception to policy with PACOM's approval.

4-21. Temporary Duty (TDY) Trip Reports

a. Trip reports are to be submitted for all official UNC/CFC/USFK-related TDY/temporary additional duty (TAD) trips. The purpose is to increase staff and leadership awareness regarding the purposes and outcomes of these trips.

b. The format for these reports is provided at the link below. Once complete, the reports should be posted by the responsible directorate to the SCJS SIPR SharePoint site (under documents) at the following link:
http://ktoportal.usfk.smil.mil/sites/cmdgrp/SCJS/TDY%20Trip%20Reports/Forms/AllItems.aspx

c. It is important that the report be appropriately classified and that the OPR ensure that sensitive content (i.e., material the Command Group may not want posted, even if appropriately classified) be screened out or approved prior to posting reports. Accordingly, these reports should be reviewed/approved by the staff primary or deputy prior to posting.

d. The naming convention should be: YYYYMMDD_Directorate_TDYLocation_Keywords, as provided in the following example: 20101212_J8_USARPAC_CCS Manning Conference. A standard naming convention is imperative to finding and accessing needed information since reports will be stored chronologically vice in separate directorate folders.

e. In instances of TDYs involving multiple directorate personnel (i.e., J5 trips to support CDR visits to DC or J3 Exercise Planning Conferences), reports should be consolidated by each directorate.

Chapter 5
General Administrative Information

5-1. Conference Rooms

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 Headquarters 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 Headquarters. 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, J3-OPS is responsible for scheduling these briefing rooms.

c. Reservations are limited to members of the Headquarters 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. A room reservation request may be submitted by Conference Room Reservation tool on the DCS SharePoint page:

https://8army.korea.army.mil/sites/USFK/COS/Lists/Conference%20Room%20Requests/AllItems.aspx

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. Seating Charts.

(1) Attendance rosters are required for all events hosted by a GO 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. SCJS/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 responsible SCJS SACO at least two duty days prior to the scheduled briefing.

g. 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.

h. 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, G3 to 19th ESC).

Appendix A
References

Section I. Required Publications

AR 25-50 (Preparing and Managing Correspondence). Cited in paragraphs 4-1 and 4.4a.

CJCSI 1001.01A - Part 1, Organization and Functions Manual, Joint Manpower Program, Headquarters UNC/CFC. Cited in paragraph 3-2.

CFC Memo 672-1, Individual Awards and Decorations, 1 March 1995. Cited in paragraph 4-18.

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.

Section III. Prescribed Form

UNC / CFC / USFK Form 108 (Staff Summary Sheet)

Appendix B
Orders Guidance

FKCS   26 Apr 2012

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Orders Guidance

1. Reference Joint Publication 1-02, DoD Dictionary of Military and Associated Terms (15 Jan 12).

2. The purpose of this memorandum is to codify methods for directing action in this command.

3. Types of Orders. There are 6 types of orders issued in this command: General, Personnel, Travel, Operational, Planning and Administrative.

   a. General Orders are issued by the Commander or Chief of Staff, posted on the USFK website and are valid until they are cancelled or superseded.

   b. Personnel Orders are issued by service component personnel offices directly to service members.

   c. Travel Orders are initiated by the traveler via the Defense Travel System (DTS) and approved by his/her chain of command. These orders stipulate authorizations for official expenses.

   d. Operational Orders are issued by the Director of Operations via the Orders Trackers on SIPR and CENTRIXS-K. These orders direct employment of forces (i.e. units, not individuals) and operational taskings to components or supporting commands. They direct staff requirements to synchronize these operations.

   e. Planning Orders are issued by the Director of Plans via the Orders Trackers on SIPR and CENTRIXS-K. These orders direct planning tasks for the USFK Staff, components and supporting commands.

   f. Administrative Orders are issued by the Chief of Staff via the electronic Tasking and Staffing Tool (eTST). These orders direct staff actions within the USFK staff and component staffs.

FKCS
SUBJECT: Orders Guidance

4. Staff Supervision. Staff Supervision is the process of advising other staff officers and individuals subordinate to the commander of the commander's plans and policies, interpreting those plans and policies, assisting such subordinates in carrying them out, determining the extent to which they are being followed, and advising the commander thereof.

    a. USFK designates O-6 level Offices of Primary Responsibility (OPRs) to perform Staff Supervision.

    b. Staff Supervision does not require an order.

5. The following will not be directed by orders, but will be directed as indicated.

    a. Meetings and briefings – e-mails from OPR (not Action Officer).

    b. Data Calls – e-mails from OPR (not Action Officer).

    c. Document staffing - e-mails from OPR (not Action Officer).

    d. Calendar events – Maintained on Master Activities Calendar and/or Staff Synchronization Matrix.

    e. Allocating training resources – Identified in Training Conferences, and coordinated between components.

    f. Actions already documented in policies, regulations, or other enduring publications.

6. Action.

    a. SCJS will incorporate this information in the next update of USFK Reg 25-50.

    b. J3/7 will incorporate this information into the Theater Indoctrination Course.

    c. Components and staff will maintain appropriate permissions within the tasking tools (i.e. eTST and the Orders Trackers) to provide timely action.

Glossary
Abbreviations

7AF   Seventh Air Force

ACOS   Assistant Chief of Staff

AO   Action Officer

BLUF   Bottom Line Up Front

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

COC   Council of Colonels

CP TANGO   Command Post Tactical Air Naval Ground Operations

CPG   Command Planning Group

COS   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)

EXSUM   Executive Summary

FITREP   Fitness Report (USMC/USN)

FO   Flag Officer

GO	General Officer
GOSC	General Officer Steering Committee
HQ	Headquarters
IPR	In Progress Review
JCS	Joint Chiefs of Staff
JUSMAG-K	Joint United States Military Affairs Group-Korea
KUB	Korea Update Brief
MARFOR-K	Marine Forces Korea
MND	Minister (Ministry) of National Defense
NCOER	Non-commissioned Officer Evaluation Report (USA)
NIPR	Non Secure Internet Protocol Router
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
PAO	Public Affairs Officer
RAH	Read Ahead
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
SATC	Staff Action Training Course

SCIF	Sensitive Compartmentalized Information Facility
SCJS	Secretary Combined Joint Staff
SES	Senior Executive Service
SGS	Secretary of the General Staff
SIPR	Secure Internet Protocol Router
SOA	Scroll of Appreciation
SOCKOR	Special Operations Command Korea
SSO	Special Security Office
SSS	Staff Summary Sheet
SUSLAK	Special US Liaison Advisor, Korea
TDY	Temporary Duty
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